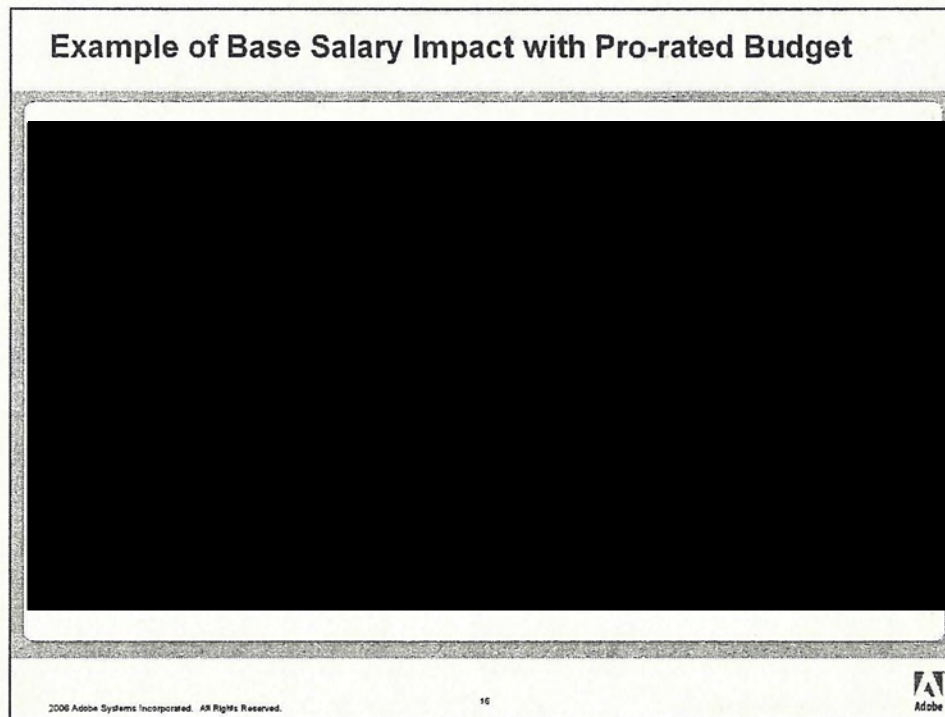


EXHIBIT 2486

to the Declaration of
Lisa J. Cisneros in Support of
Plaintiffs' Opposition Briefs

REDACTED VERSION

Part 2 of 3



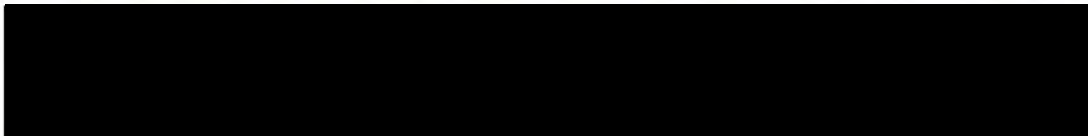
24 84.60

Core Component: Salary Focal Budget *(cont.)*

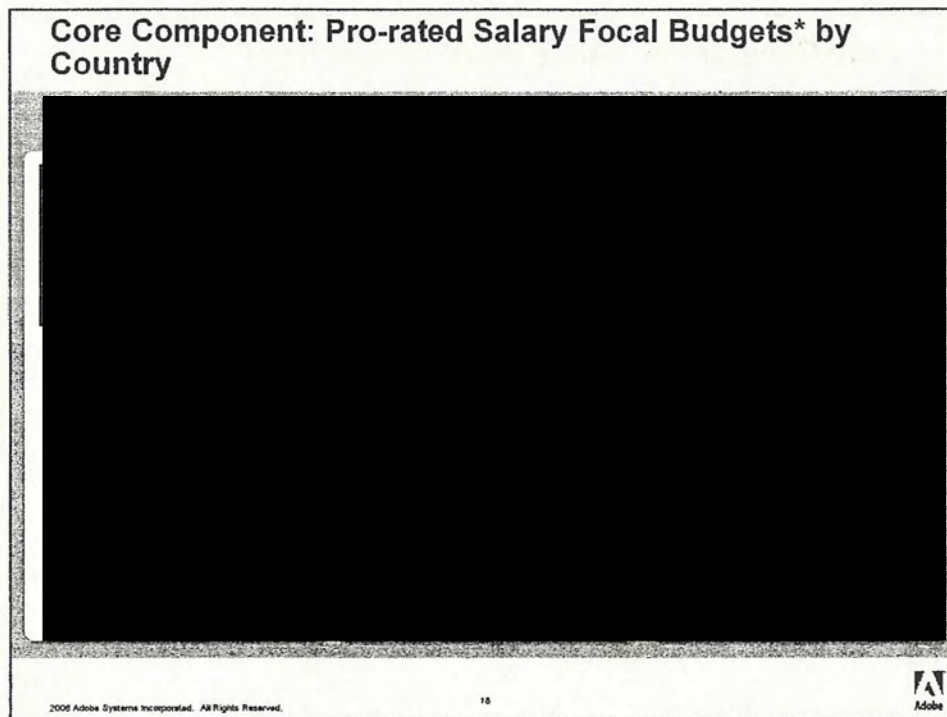


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17

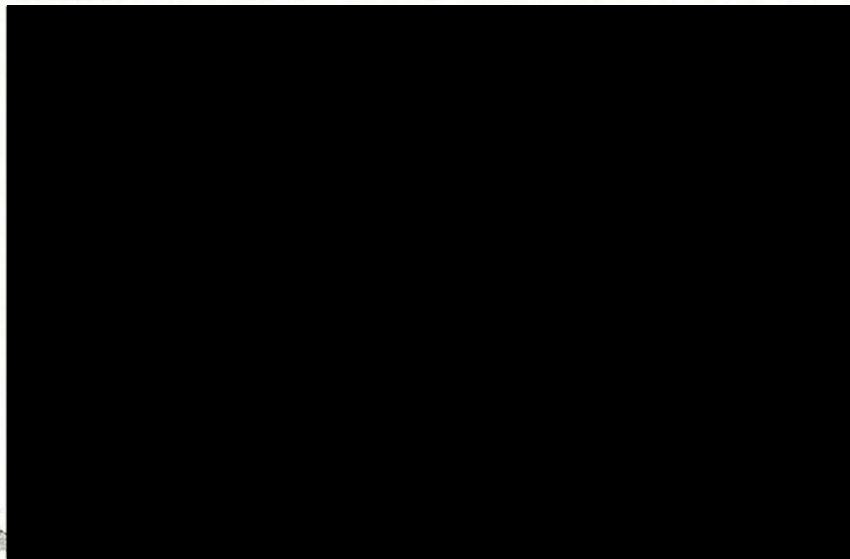


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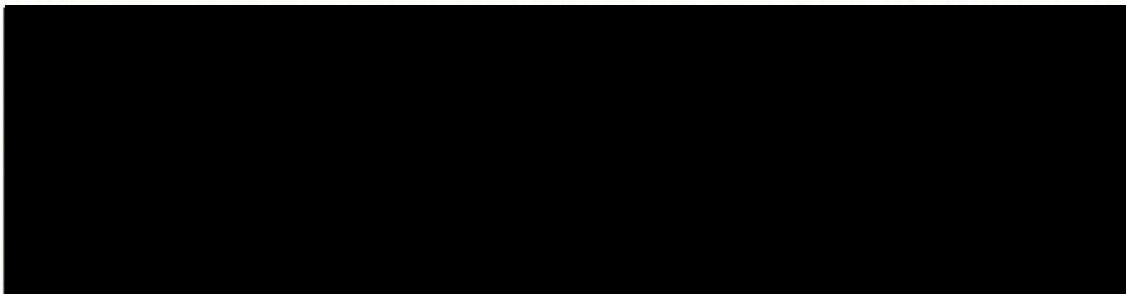
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Core Component: Salary Increase Considerations



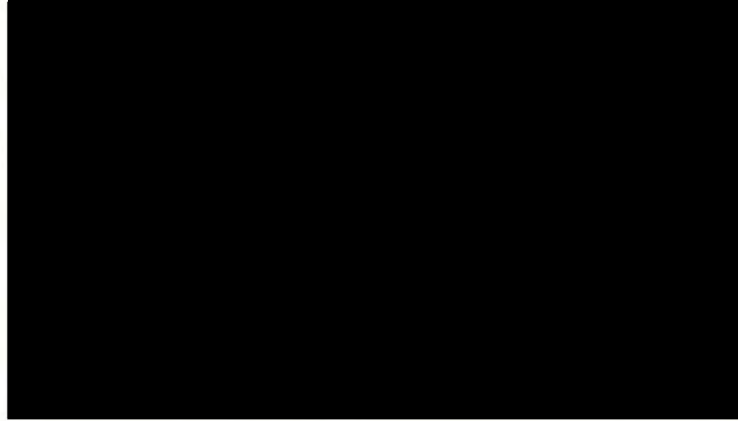
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19



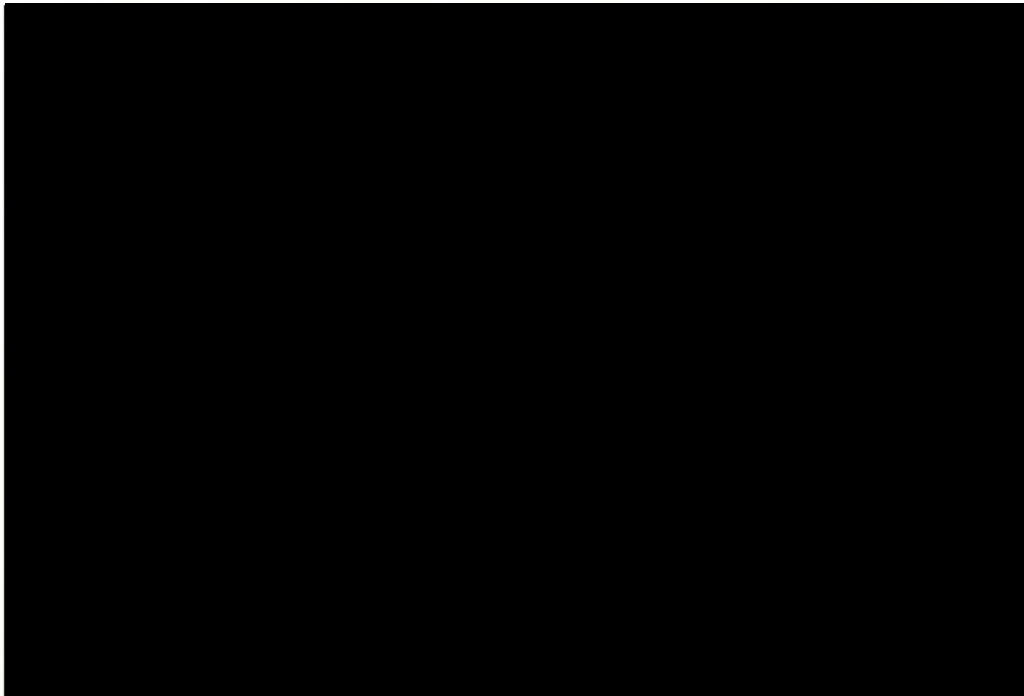
2482.63

Core Component: Salary Increase Matrices (except India)



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20



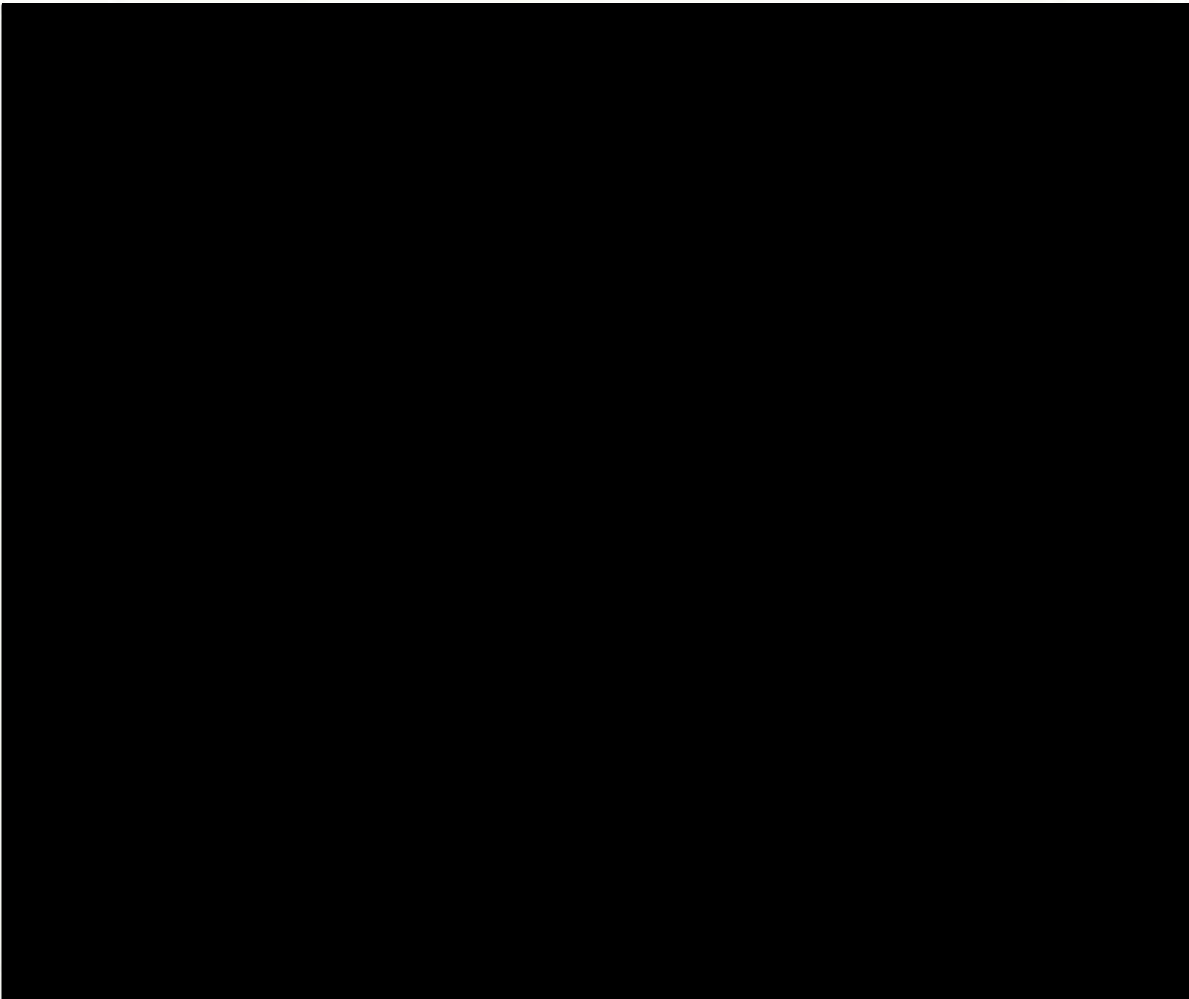
2486.64

Core Component: Impact on Company Position to Market




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21




Core Component: Salary Focal Tool



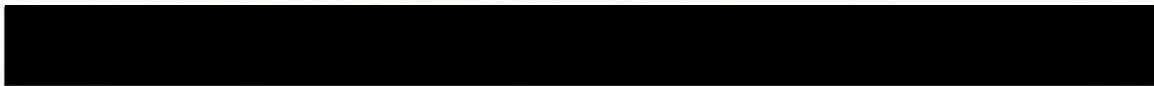
- Refer to the Adobe Presenter available on the Managers' Focal web site for help installing and using the tool

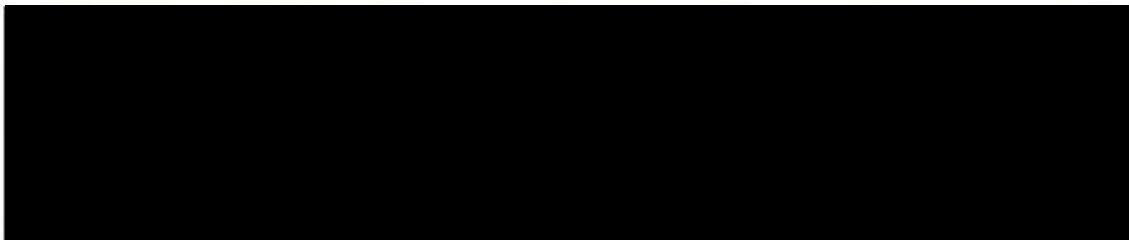
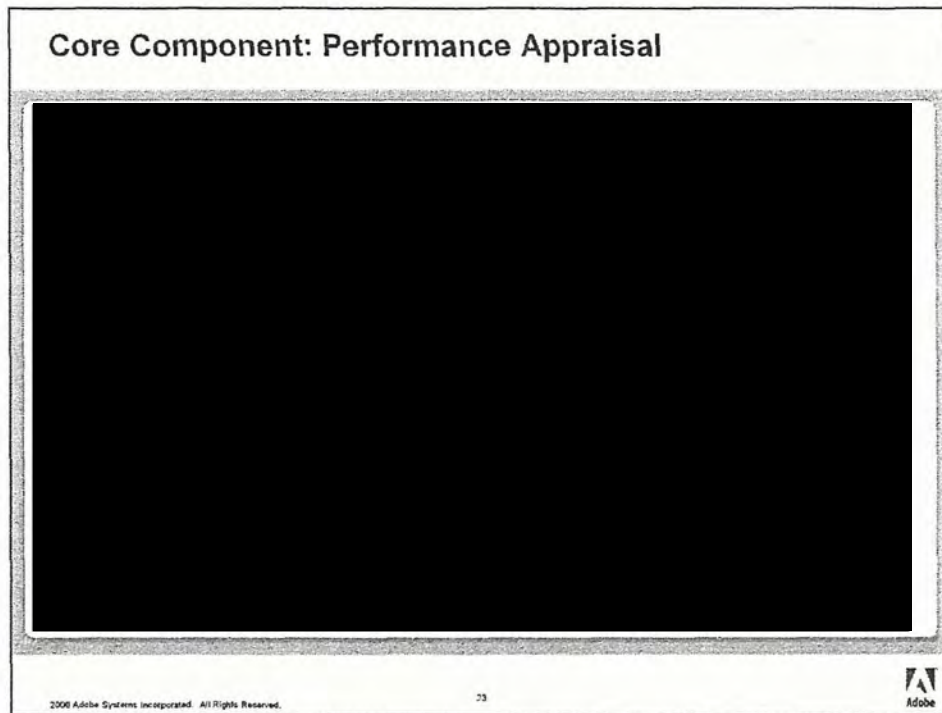
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22




- Refer to the *Salary Focal Tool and Reports* document on the Manager's Focal website.



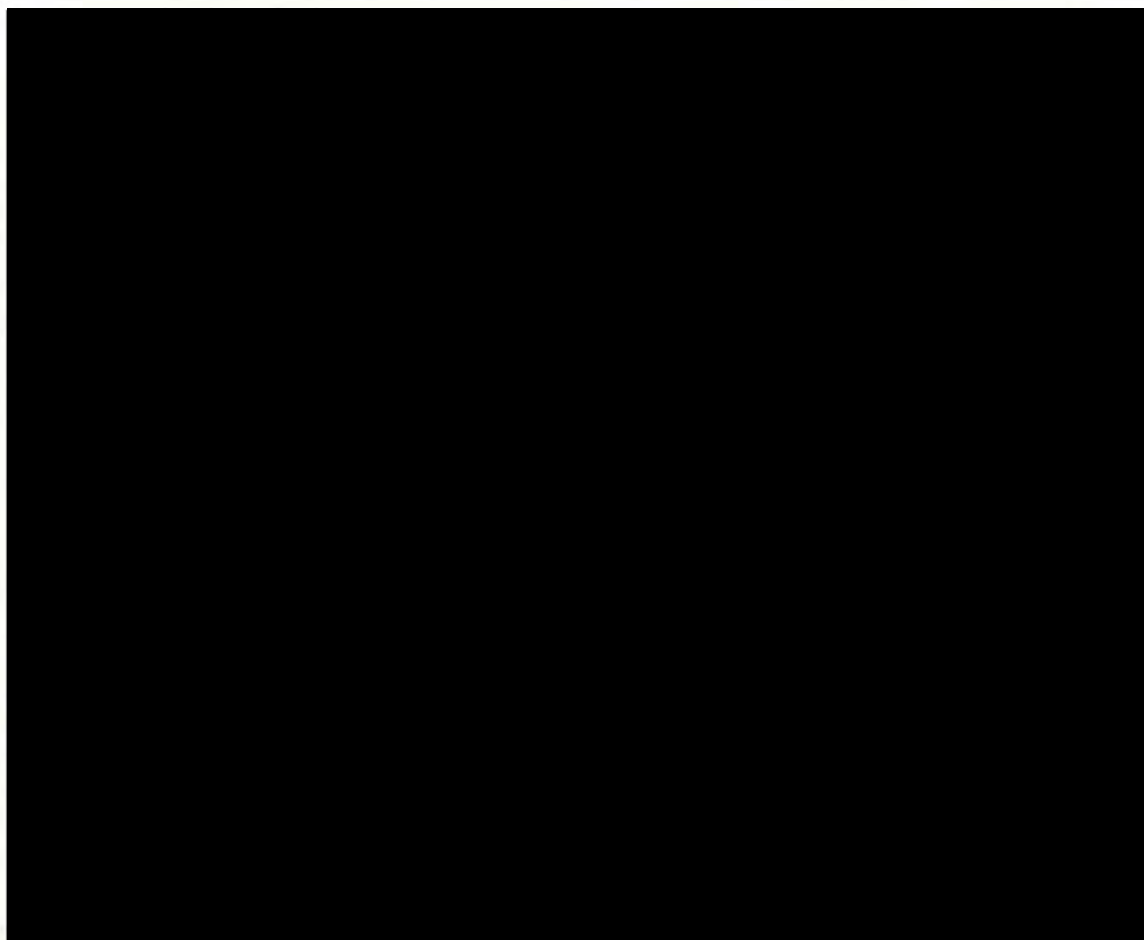



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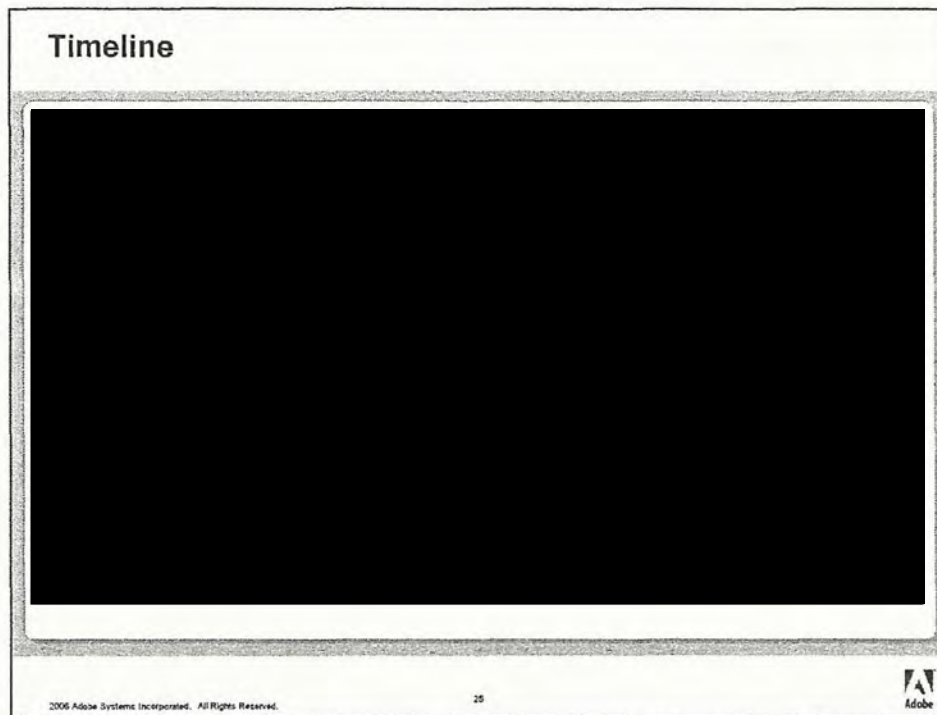
Core Component: Performance & Salary Discussion



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24 8/6/08



- Managers can start writing reviews now using the Performance Appraisal Worksheet (non-routable) available on the Manager's Focal website, and then copy/paste into the routable form, which will be available on 12/4.


2186.69

Resources

- 2007 Managers' Performance Focal web site
 - Access from Inside Adobe
 - Adobe PDF of Managers' reference documents
 - Links to forms
 - Link to online Enrollment System to enroll in a 1:1 Coaching session
 - Posted email communications to managers and employees
- Managing at Adobe Website
- Communications
 - Email reminders for key action items
- If you have questions about...
 - An employee issue, contact your Human Resources Manager
 - The Focal timeline, process, or tools, contact the HRIC at x6-HELP (4357), option 5

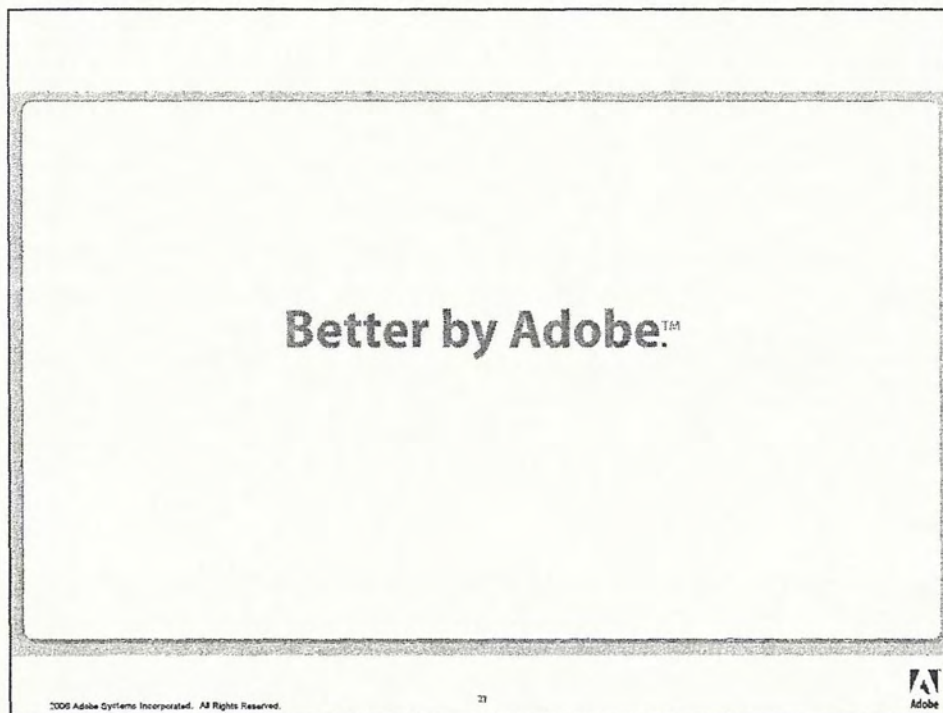
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26



- You can find your HRM on the Org Chart on Inside Adobe.
- Coaching sessions will be offered in Jan.
- Even though the HRIC is mainly for North America employees, for Focal timeline, process or tools questions, all employees can contact the HRIC.

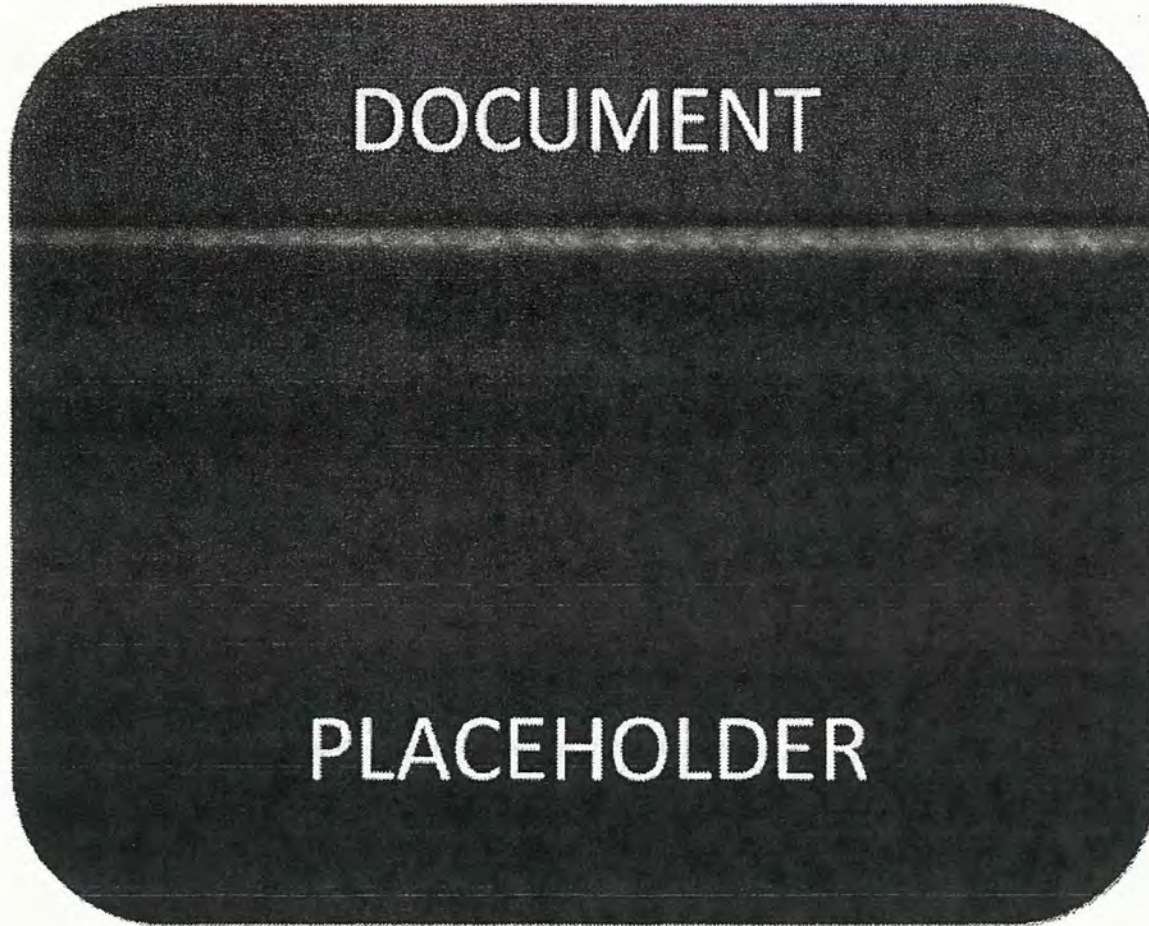
24 Nov. 70



24 86.71

EXHIBIT 3

2486.72

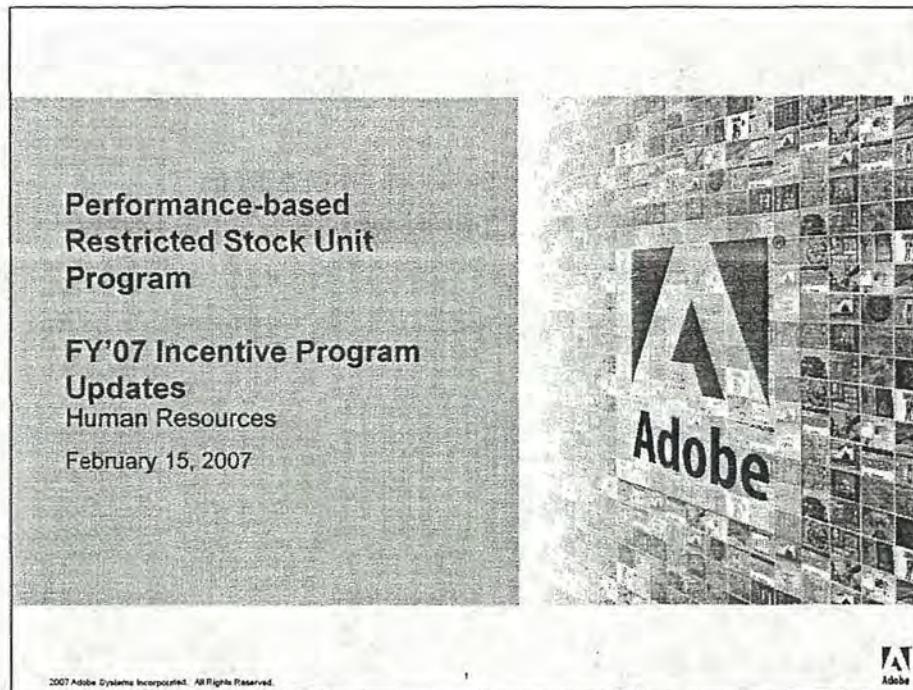


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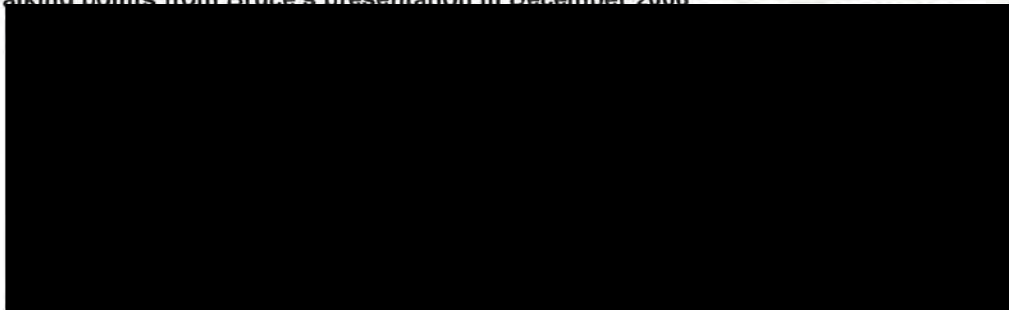
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Confidential - Attorneys' Eyes Only

24 86.73

ADOBE_015059-1



- Introduce Performance based Restricted Unit Program once and reference as PSU through out the rest of presentation
- Talking points from Bruce's presentation in December 2006



Agenda

- Total Compensation
- Performance-based Restricted Stock Unit (PSU) Program
- Annual and Quarterly Variable Cash Incentive Plans (AIP and QIP)
- Your Next Steps
- Q&A

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2



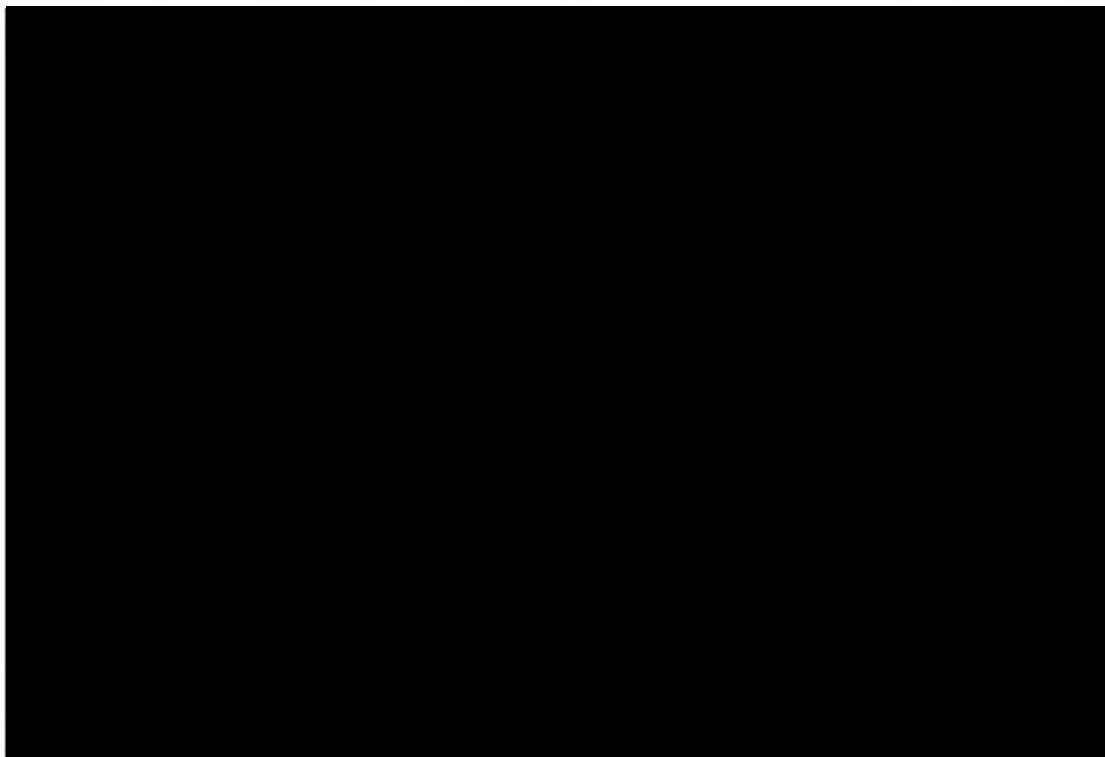
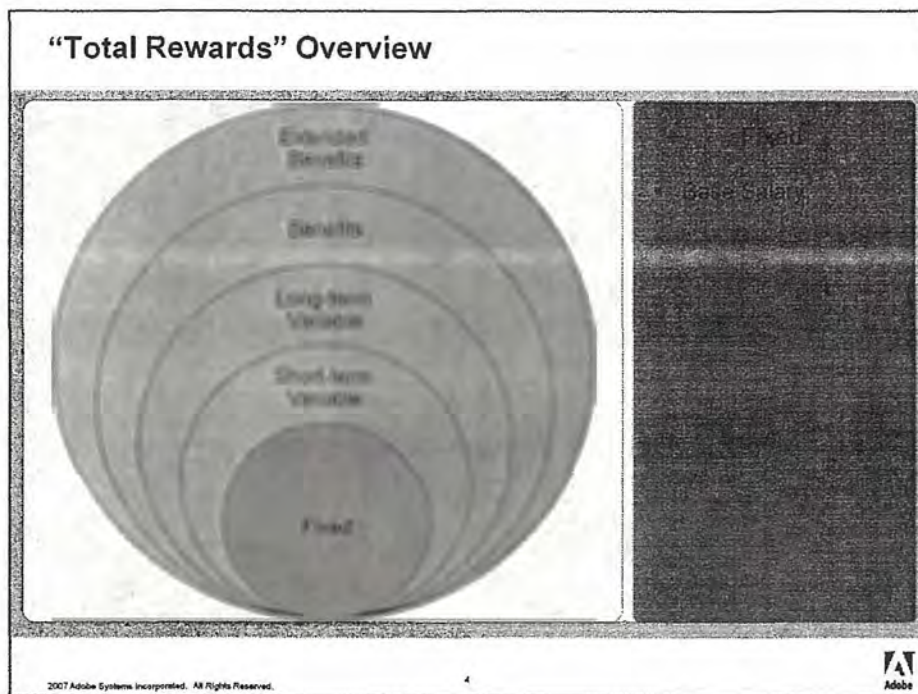
- What we're going to cover today....remind them that this is a follow-on from the Dec. 20 Sr. Leader meeting and that this meeting is also being recorded for playback
- Housekeeping...how to ask questions via chat/telephone, etc.

2182.75

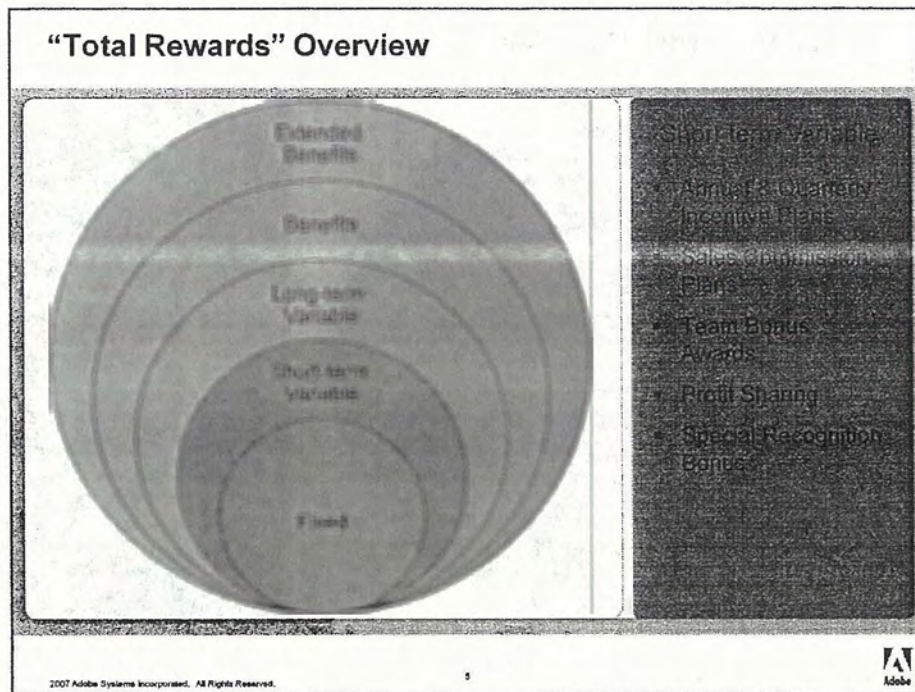


- **Introduction:** With the importance of compensation and building a performance based culture, there needs to be alignment of goals that drive behaviors which lead to customer satisfaction, which then results in revenue/profit to the company, which then translates to shareholder appreciation and back to business performance

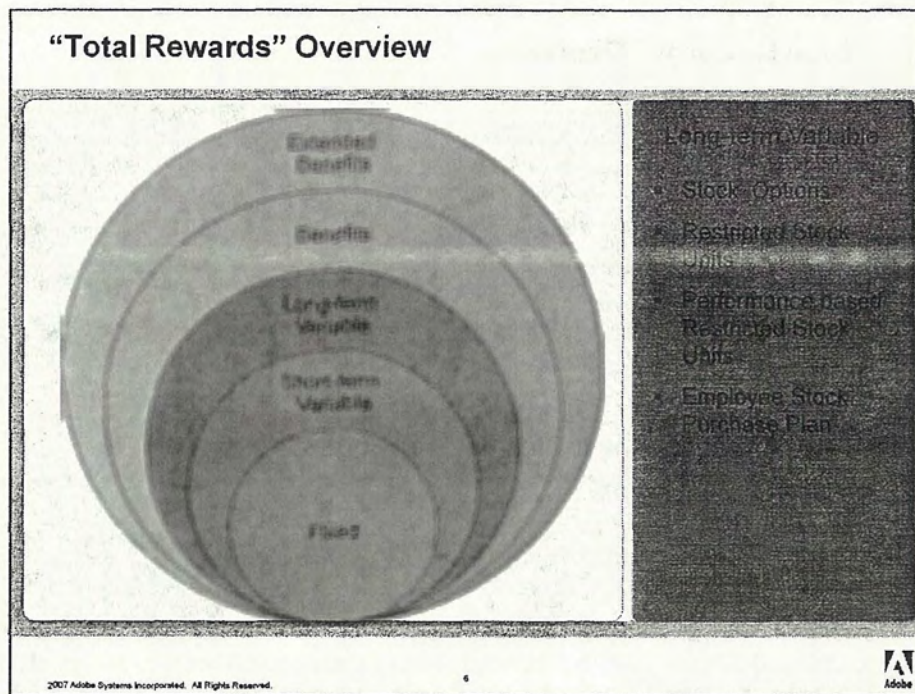
- ***We are committed to the following principles:***
 - We share our success with our employees.
 - [REDACTED]
 - We provide a work environment including the tools, training and relevant information that supports a high level of personal and organizational productivity.
 - We work together as individuals, managers and teams to define goals, and hold ourselves accountable for objectives we set.
 - [REDACTED]
 - We recognize and reward results and contributions tied to the success of the company and in support of company values.
 - We offer competitive benefits geared toward individual needs, flexibility, competitive environment, and cost effectiveness.
 - We offer or participate in programs, which allow employees to effectively plan for and manage their financial futures.
 - We communicate the goals, features and value of our programs.



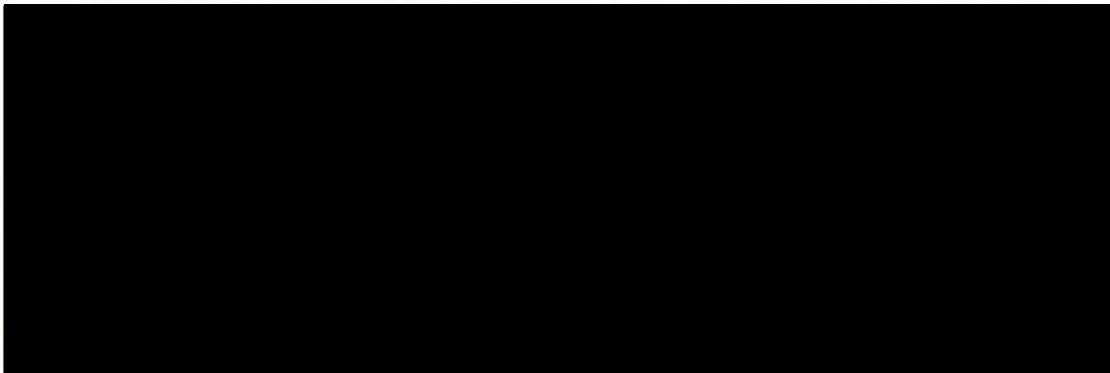
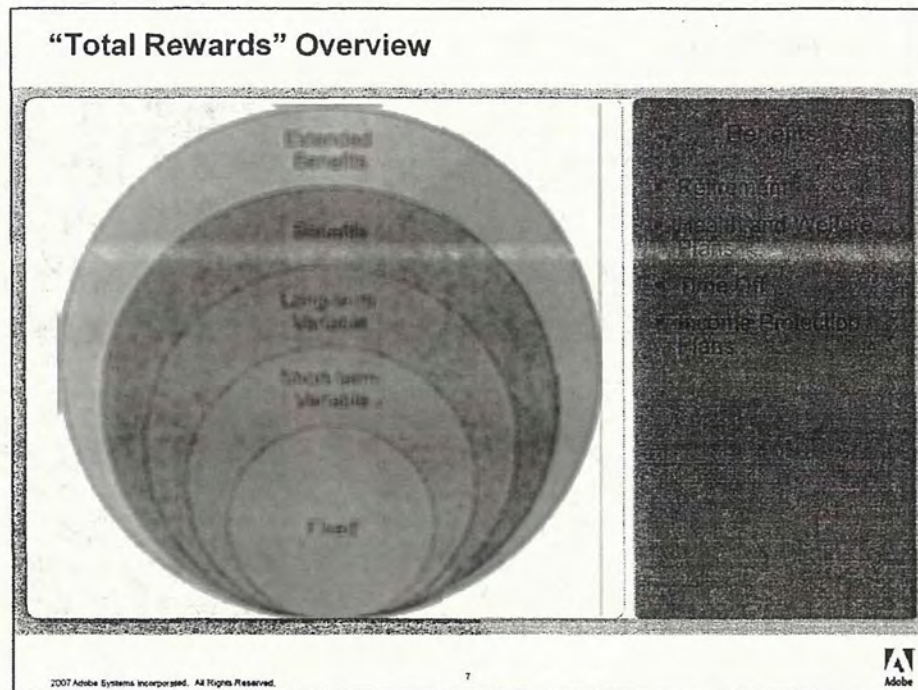
2480.77



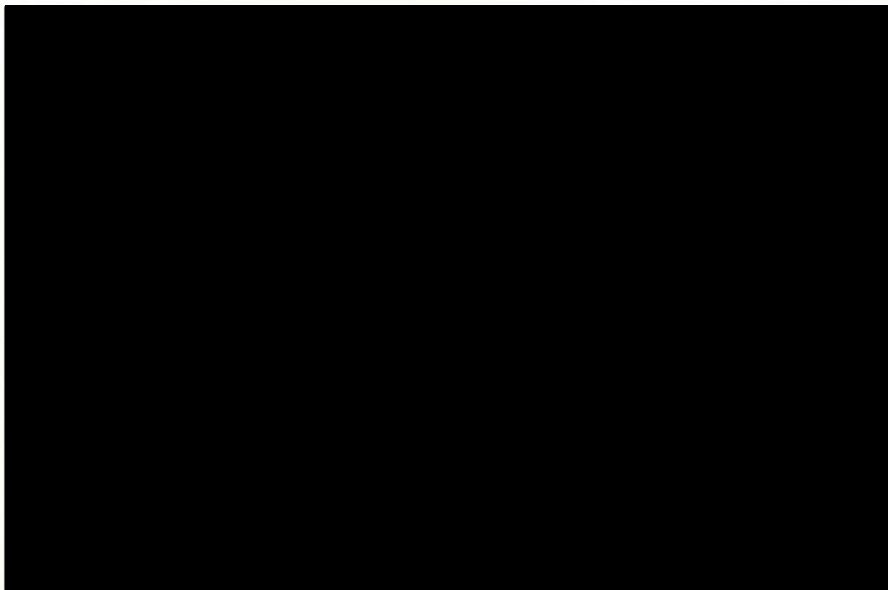
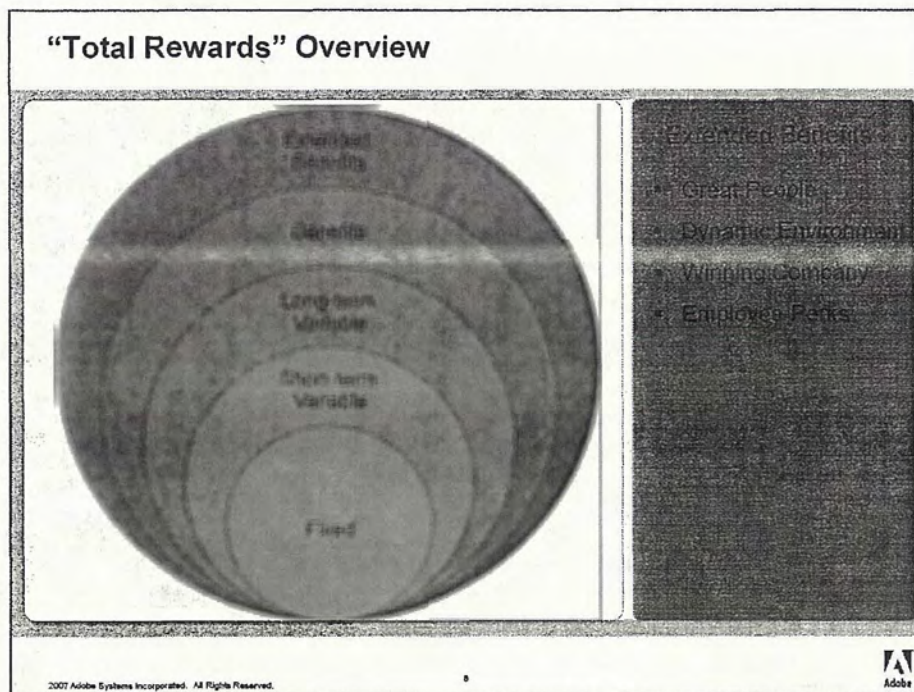
24 Nov 18



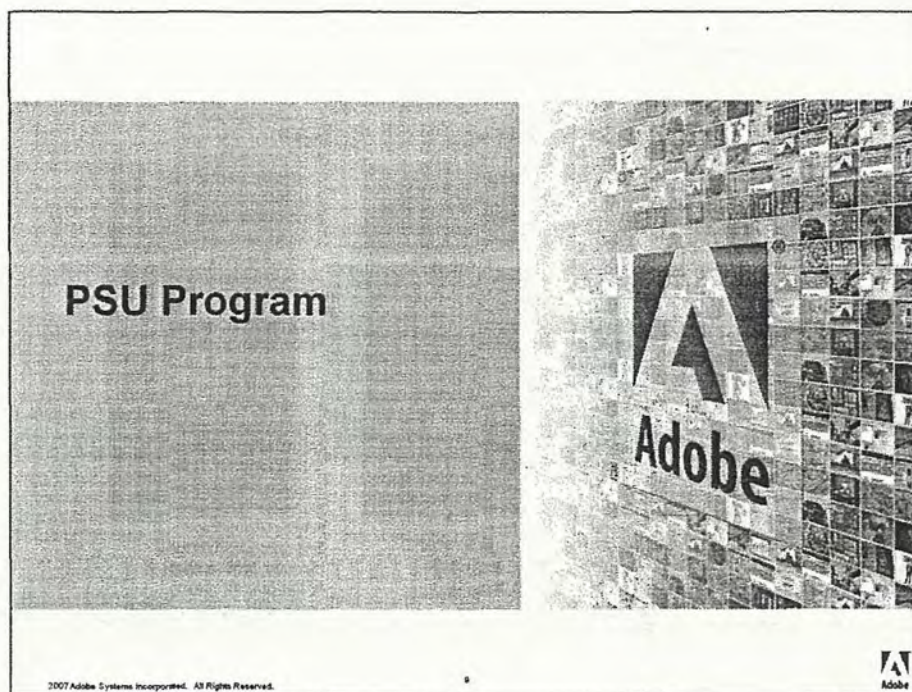
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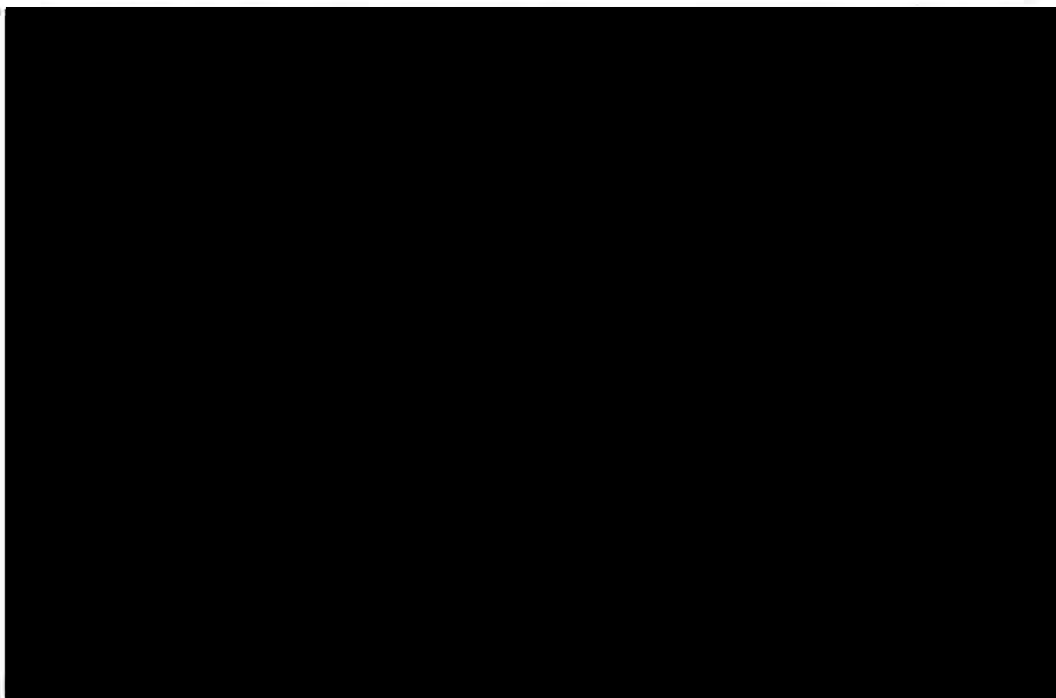
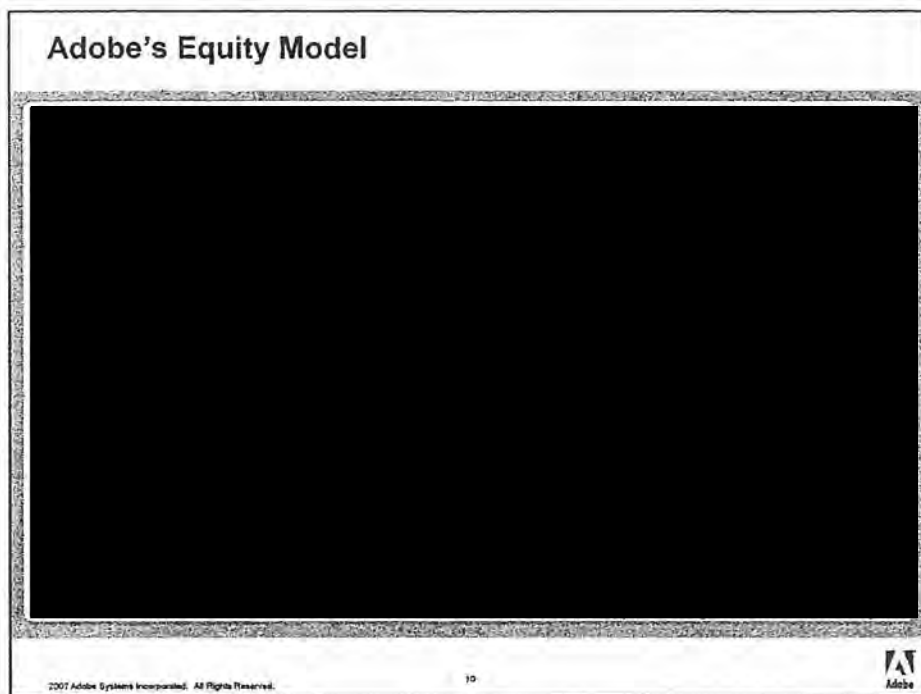
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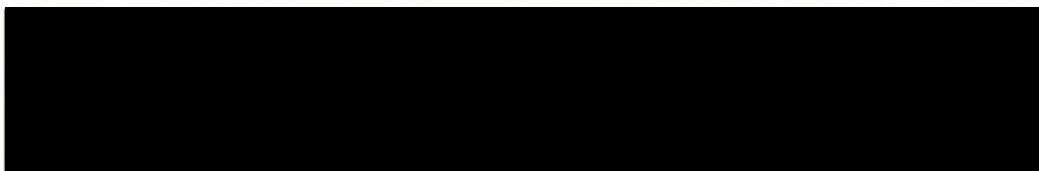
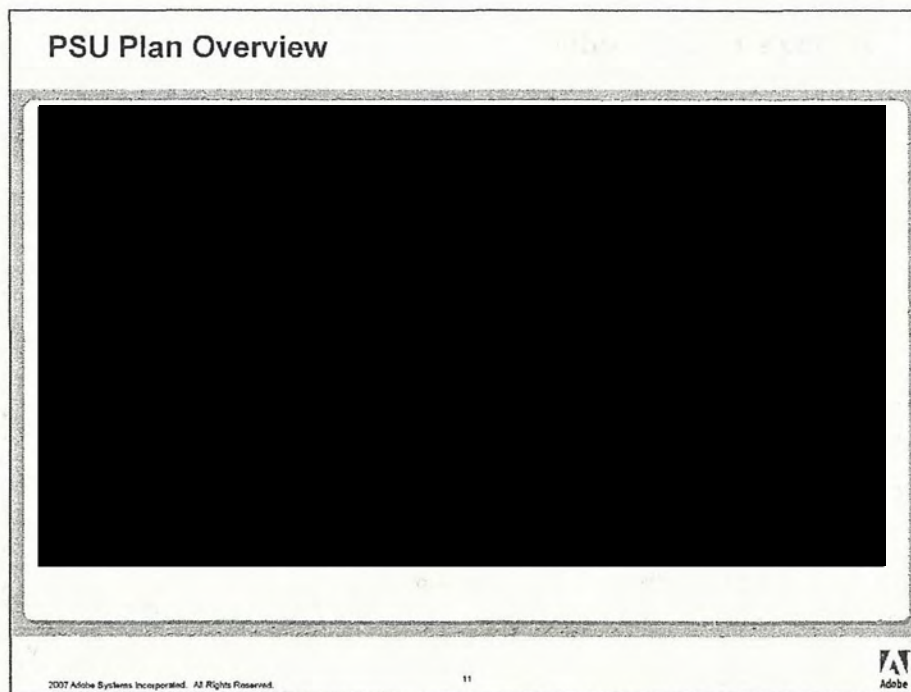
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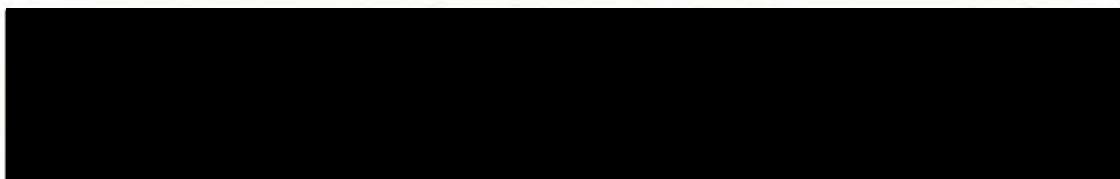
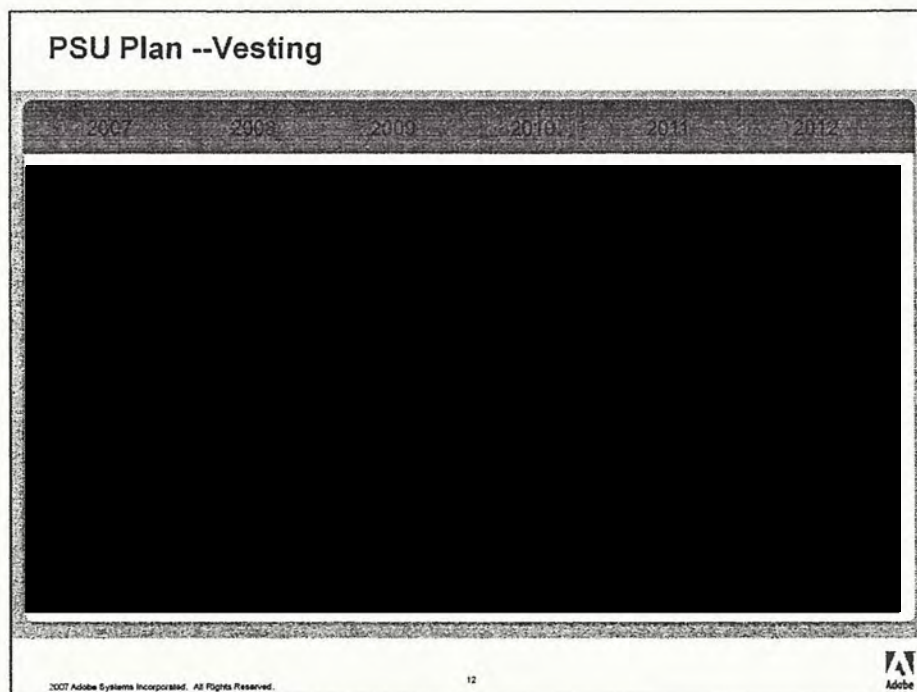


24 Nov. 82

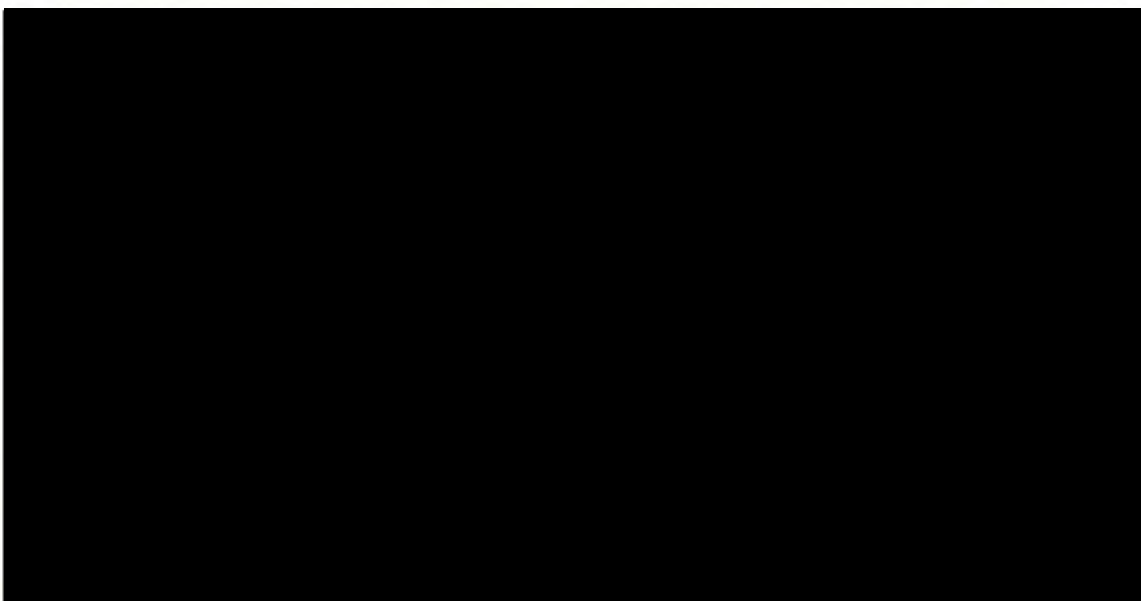
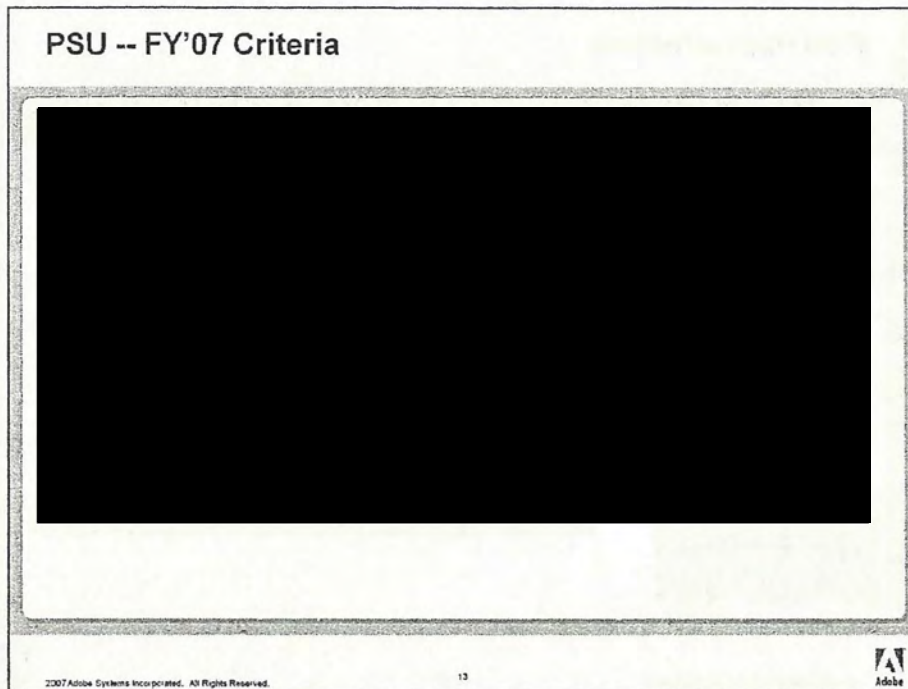


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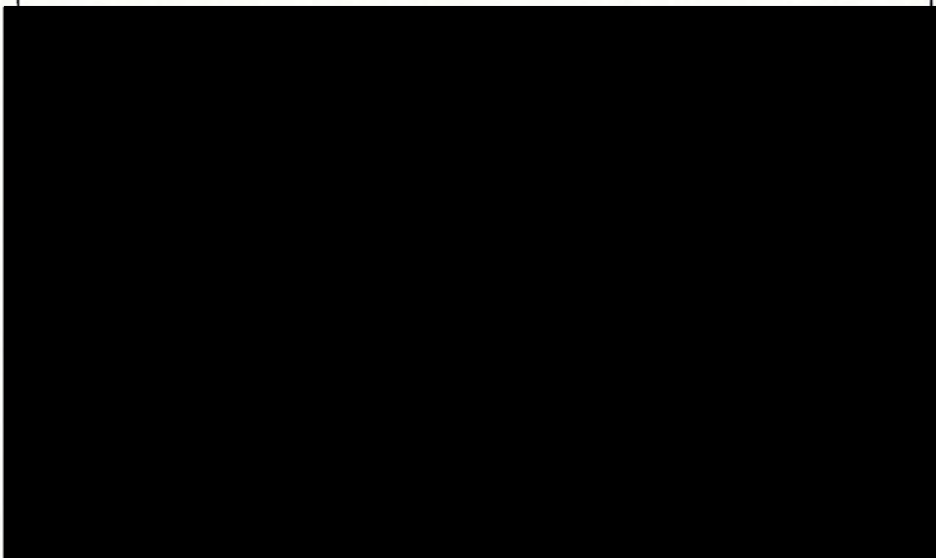




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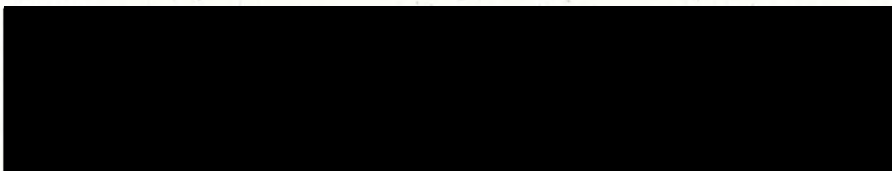


FY'07 PSU Plan Matrix



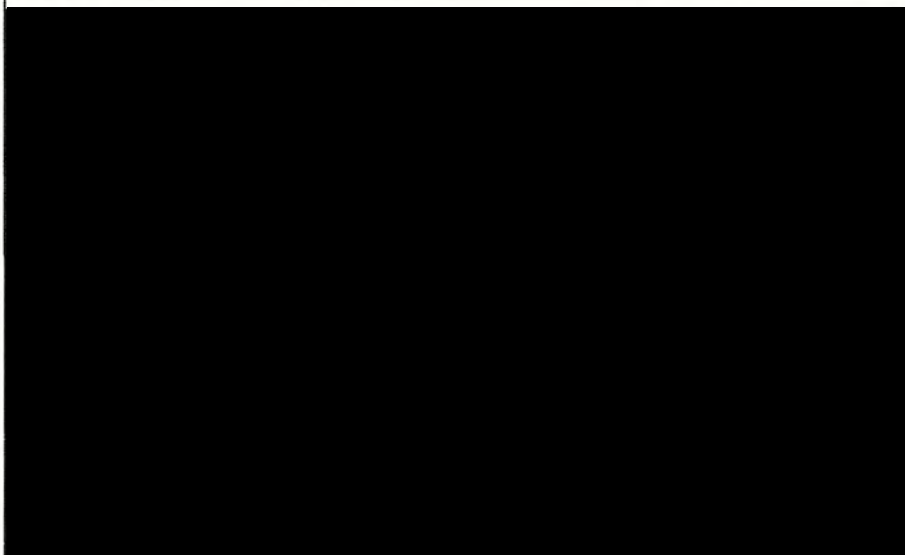
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FY'07 PSU Plan Matrix – Overachieve AOP Scenario



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15



Page

2186.88

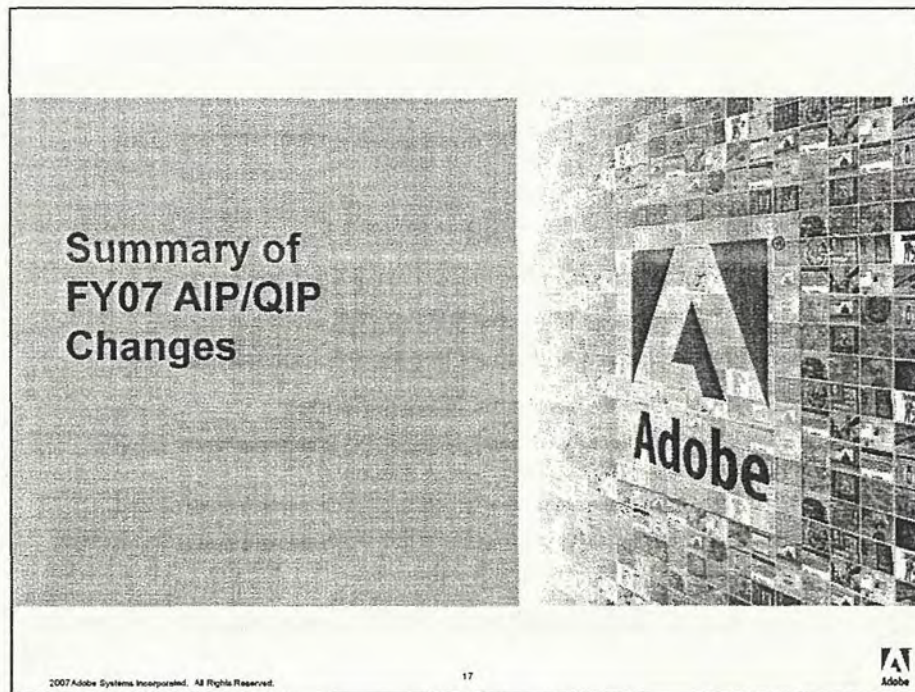
FY'07 PSU Plan Matrix – Underachieve AOP Scenario

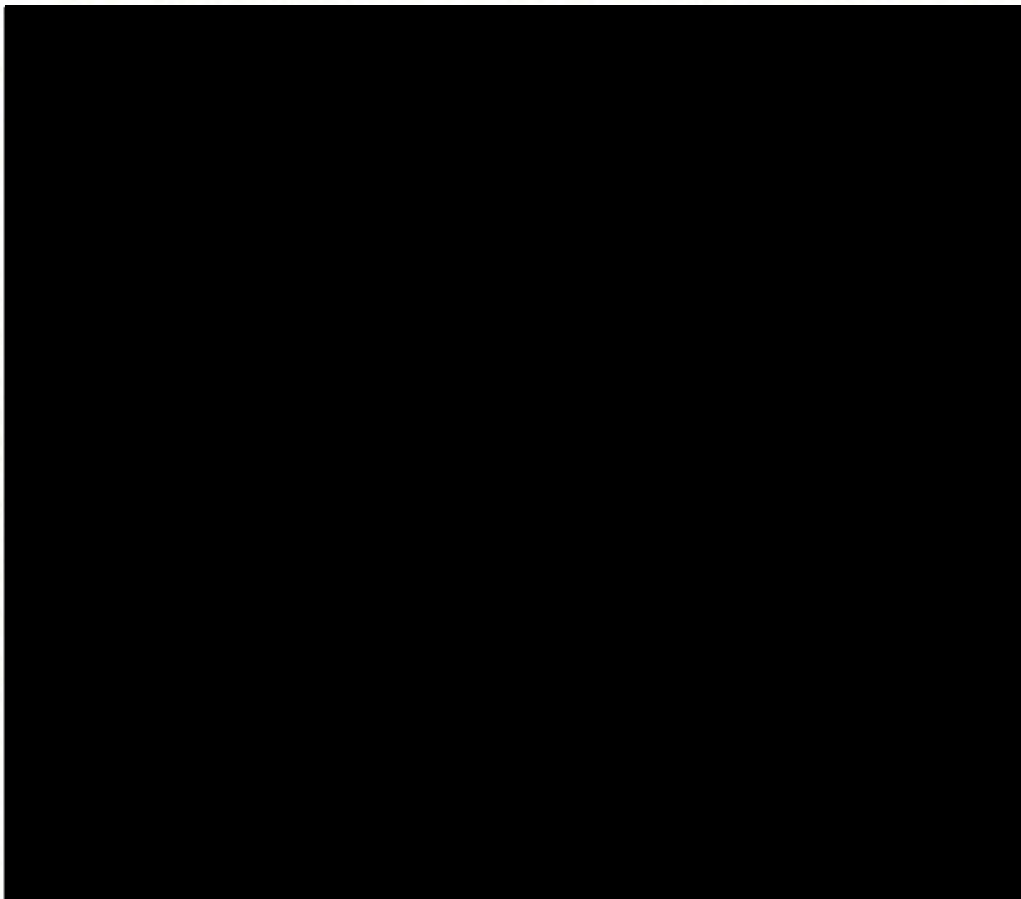
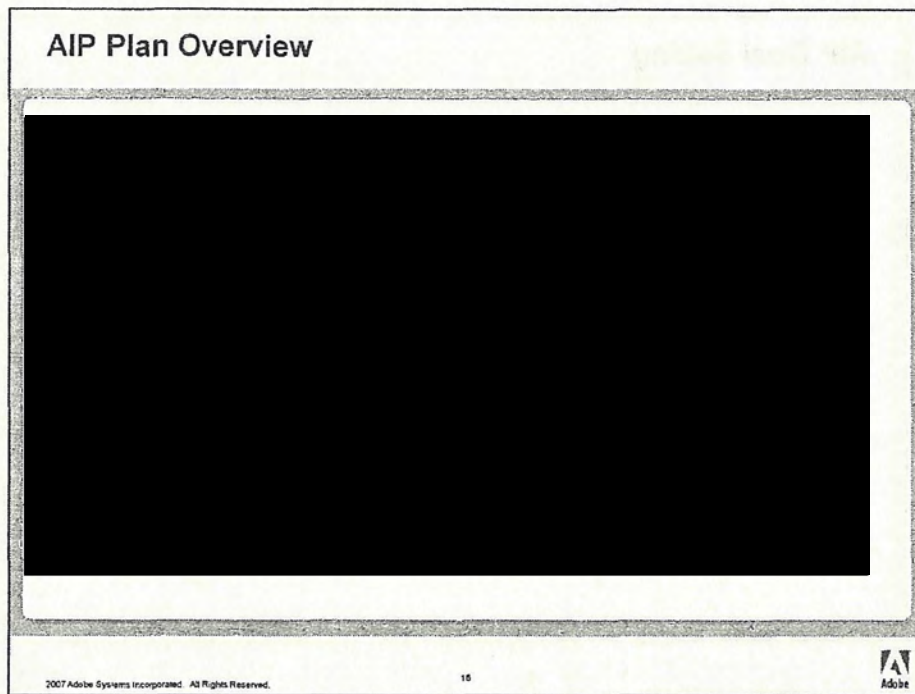
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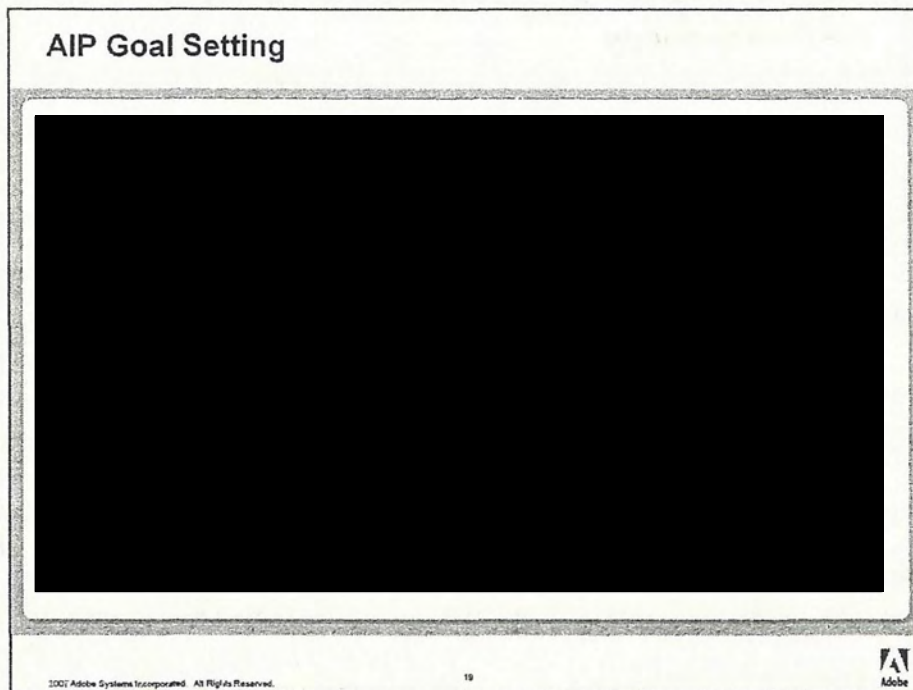


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FY'07 AIP/QIP Payout Matrix

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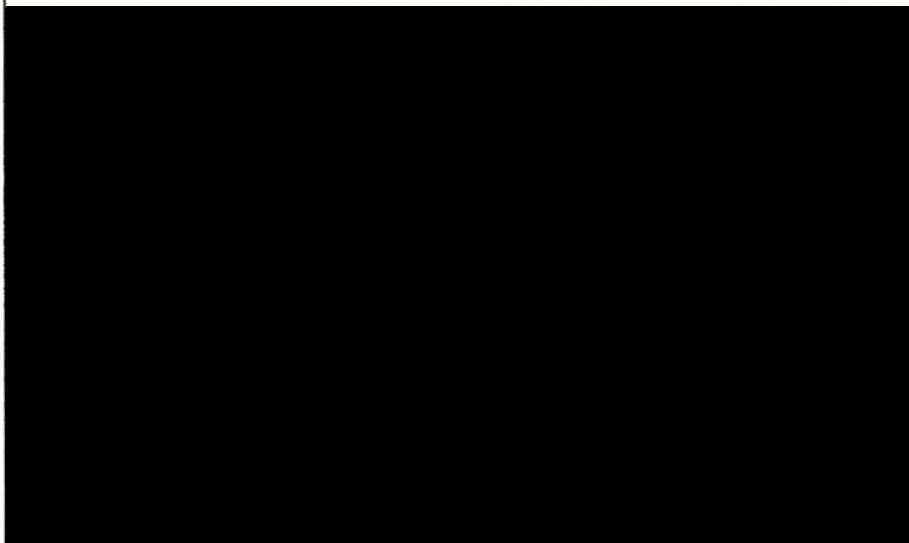
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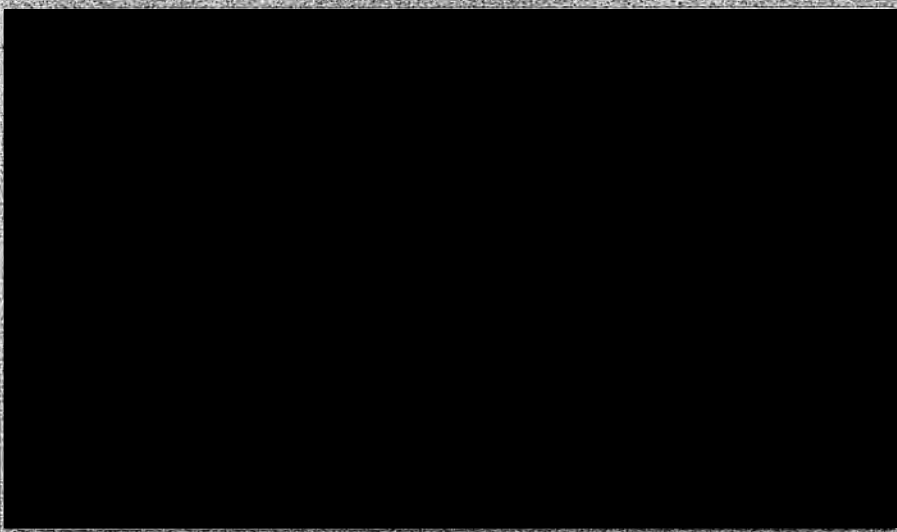


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FY'07 AIP/QIP Payout Matrix – Scenario A – Overachieve

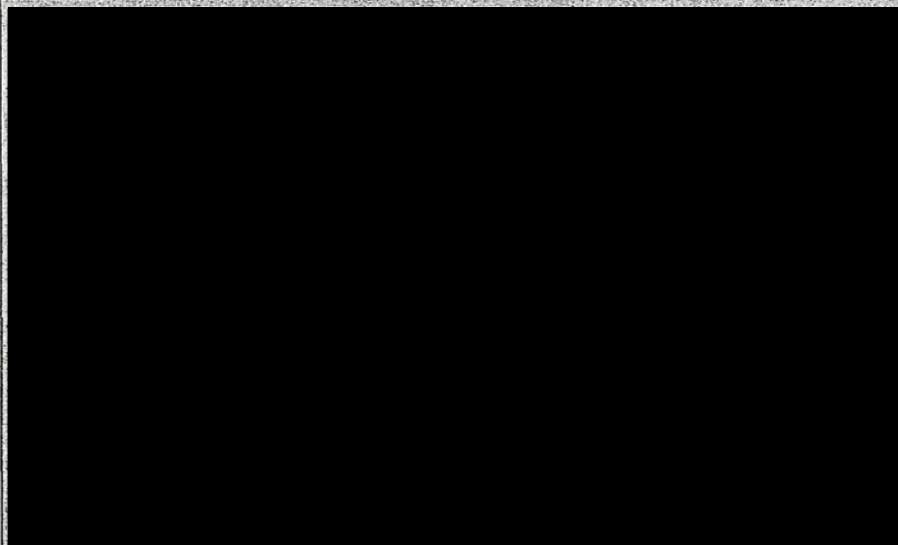


FY'07 AIP/QIP Payout Matrix – Scenario A – Overachieve	
	
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2486.95

**FY'07 AIP/QIP Payout Matrix – Scenario B --
Underachieve**



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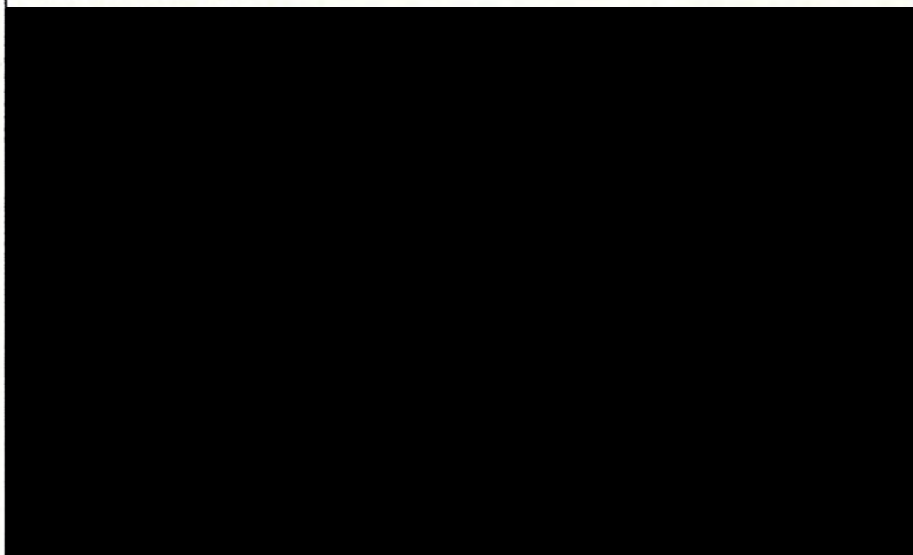
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**FY'07 AIP/QIP Payout Matrix – Scenario B --
Underachieve**



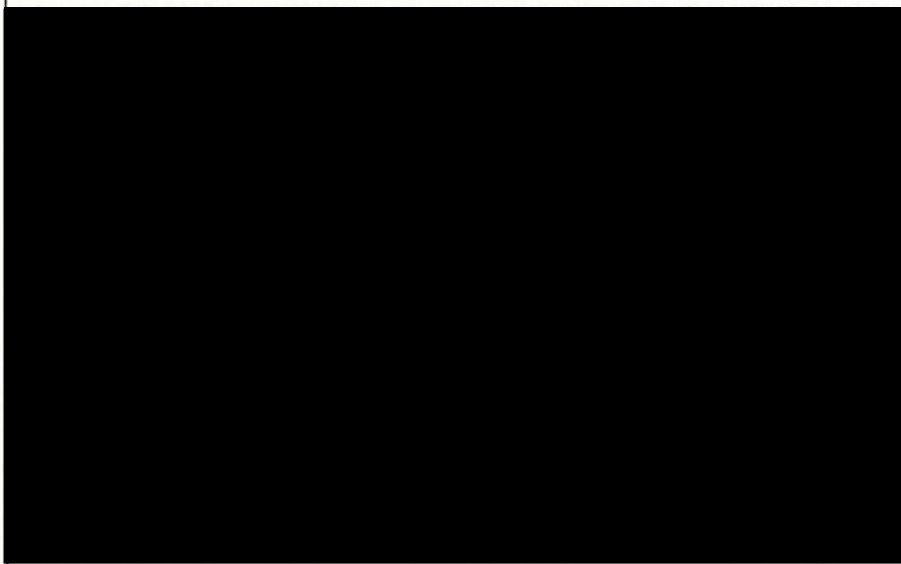
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248.97

AIP --Summary Changes

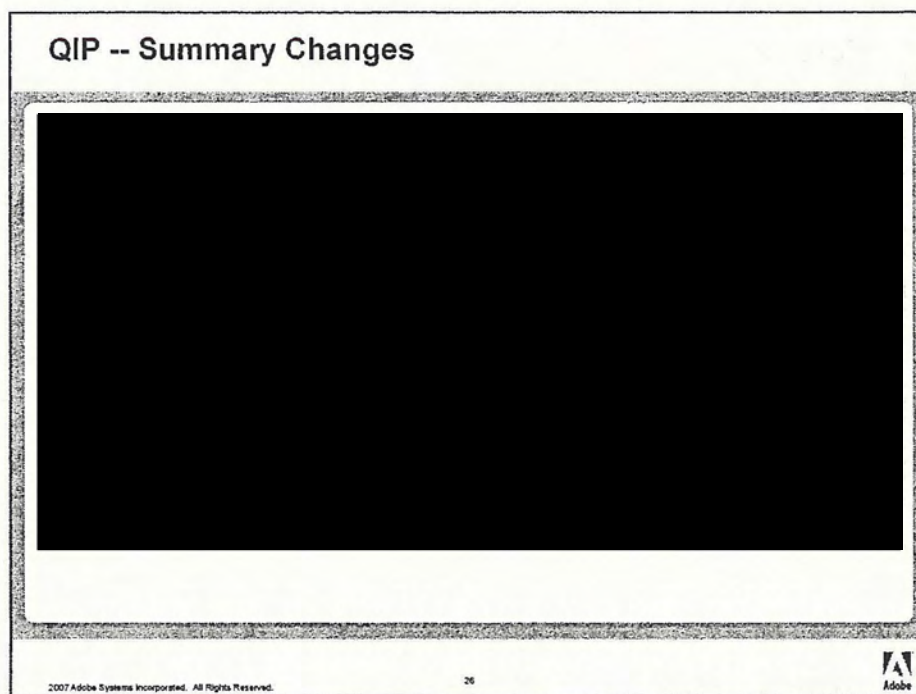


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2486.98




24 82.99

Next Steps

- Communicate to eligible members of your teams
- Reference tools provided
 - Plan documents
 - FAQs
 - PDF of presentation
 - Adobe Connect recording of materials
- Work with your HR Business Partner
 - They will bring in additional HR support as needed

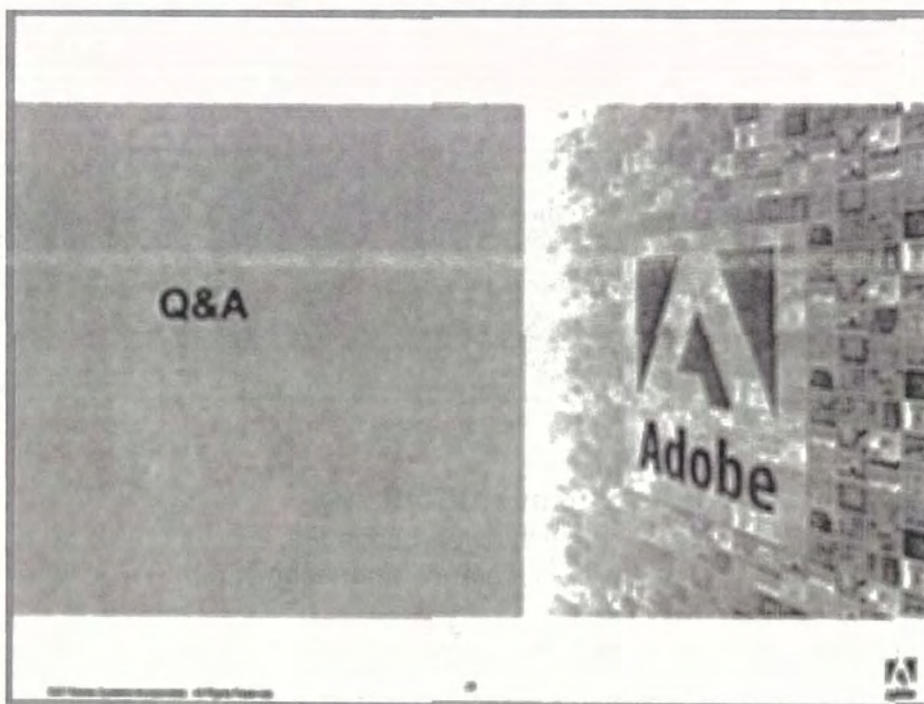
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- Follow up email with links to documents and additional resources will be sent this afternoon

2486.160



2486.101

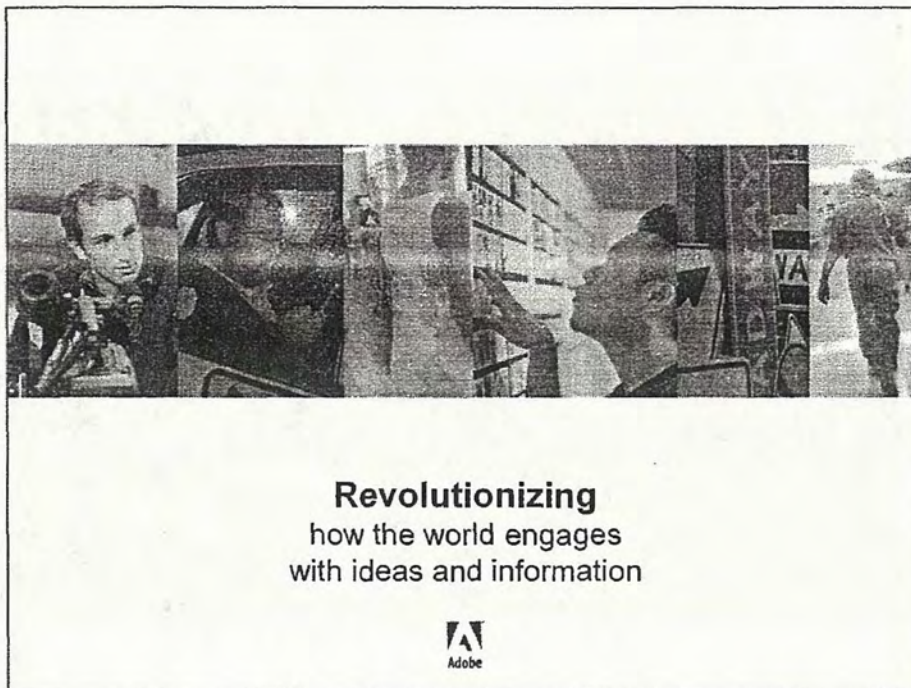




EXHIBIT 4

EXHIBIT 4

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DOCUMENT

PLACEHOLDER

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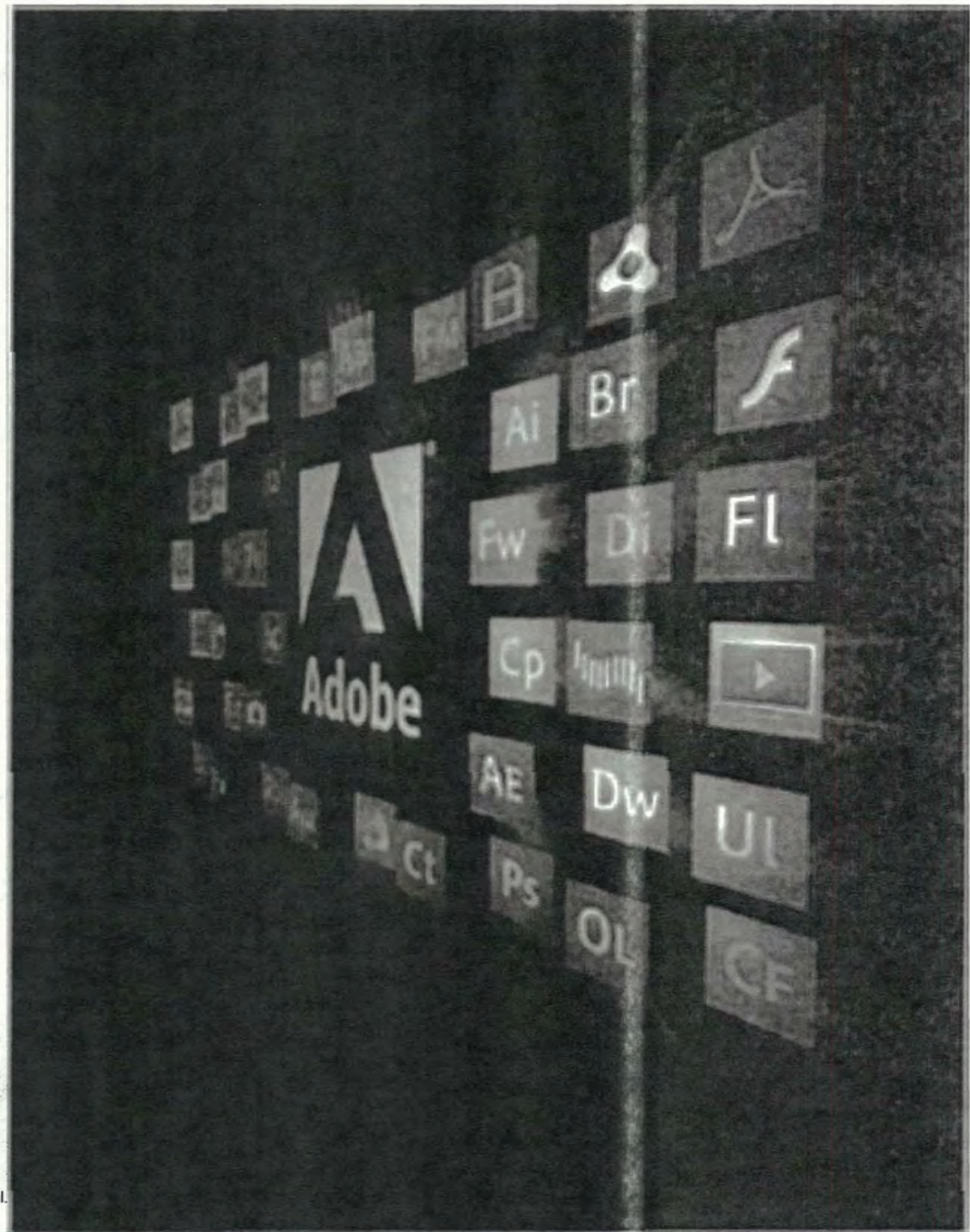
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HR All Hands

Donna Morris

September 11, 2008

501.284C



Agenda

- Welcome
- Human Resources Strategic Plan
- Doug Mack – Photoshop Express
- Service Awards
- HR Excellence Award
- Q&A

2/18/14

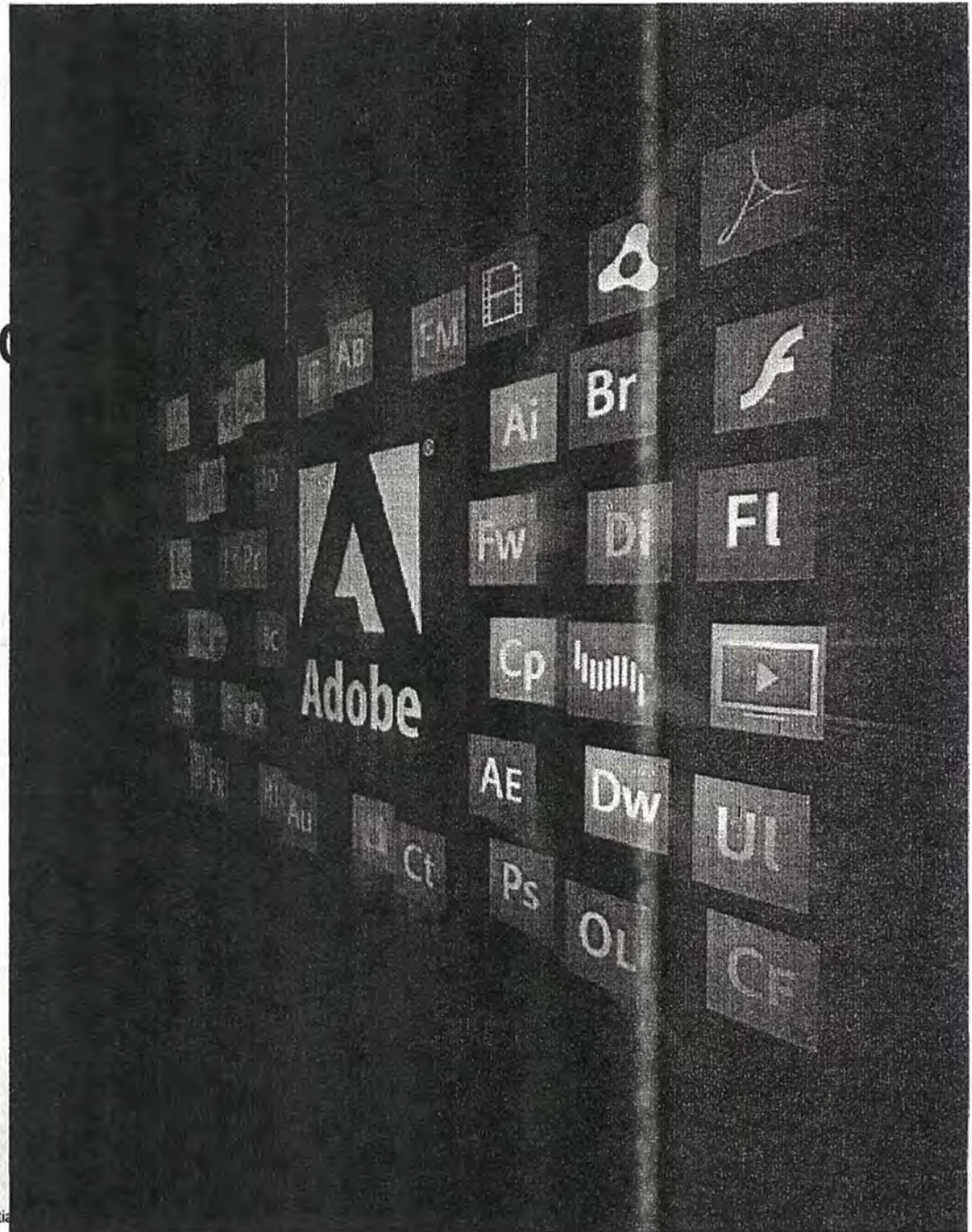
Welcome New Hires

- Aparna Malik, Talent – Noida
- Shweta Tyagi, Talent Dev. – Noida
- Paul Larsen, HR Consulting– San Jose
- Diana-Emanuela Sandra, Talent – Bucharest
- Zoe Spicer, HR Consulting – London



21.8.107

Human Resource Strategic Plan 2009 – 2011



Overview

- HR Vision 2011
 - Strategic Areas of Focus
 - Success Measures
 - HR Capabilities – Developing for the Future
 - Global HR Distribution

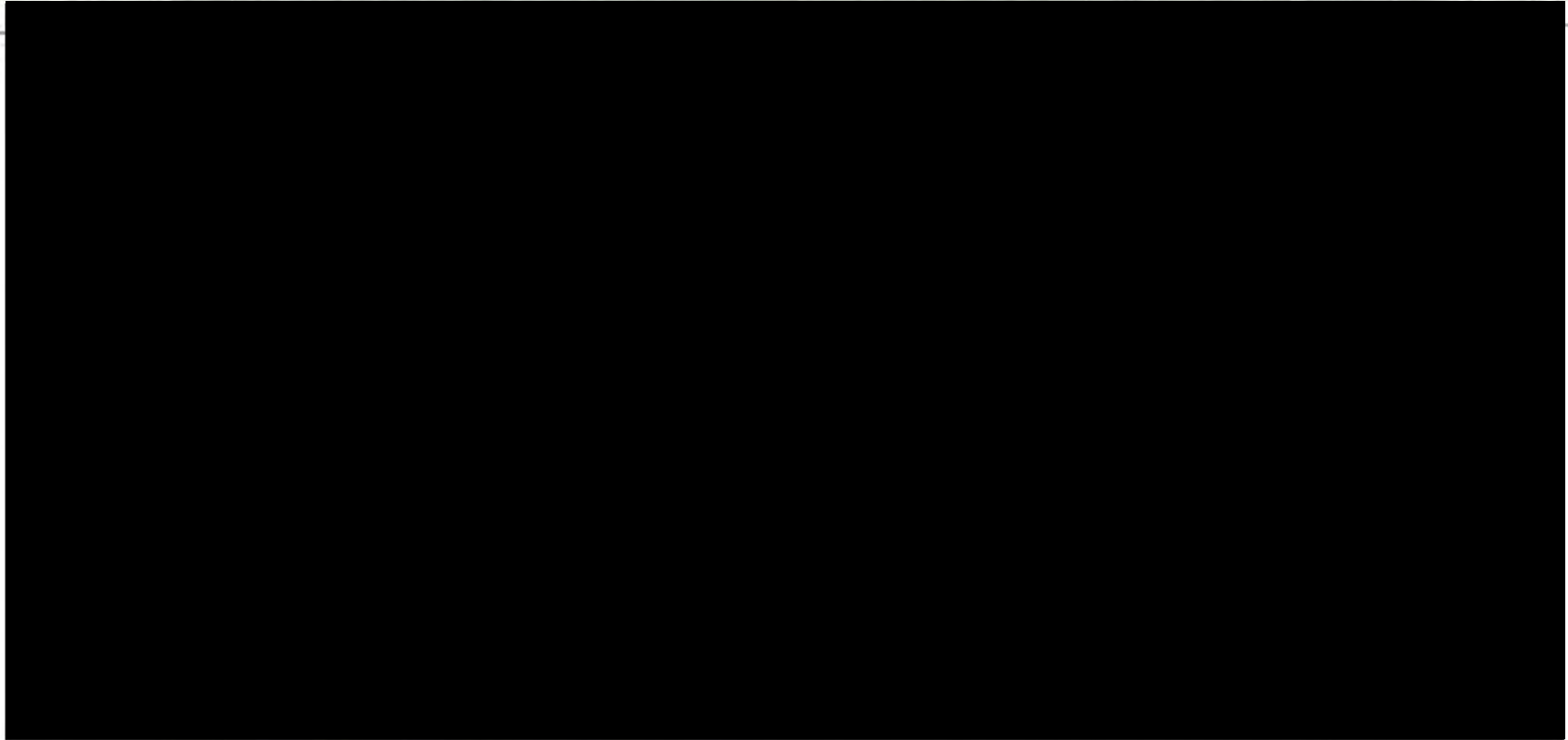
2486.109

Human Resources 3 Year Strategic Imperatives

- Continue to evolve talent management capabilities that result in the ability to attract, develop and engage top performing global employees
- Ensure a foundation of world class HR programs, systems and services that deliver exceptional experiences
- Develop and execute upon a compelling total rewards strategy that contributes to the ability to attract, engage and align employees to deliver upon business results
- In partnership with leaders drive focused organizational change aligned with our core values that contributes to high levels of organizational effectiveness and employee engagement

2/11/14

Global Growth Assumptions



218.111

HR Strategic Areas of Focus

Create a vibrant and dynamic workplace recognized for attracting and developing exceptional employees who are rewarded for their contributions to our business

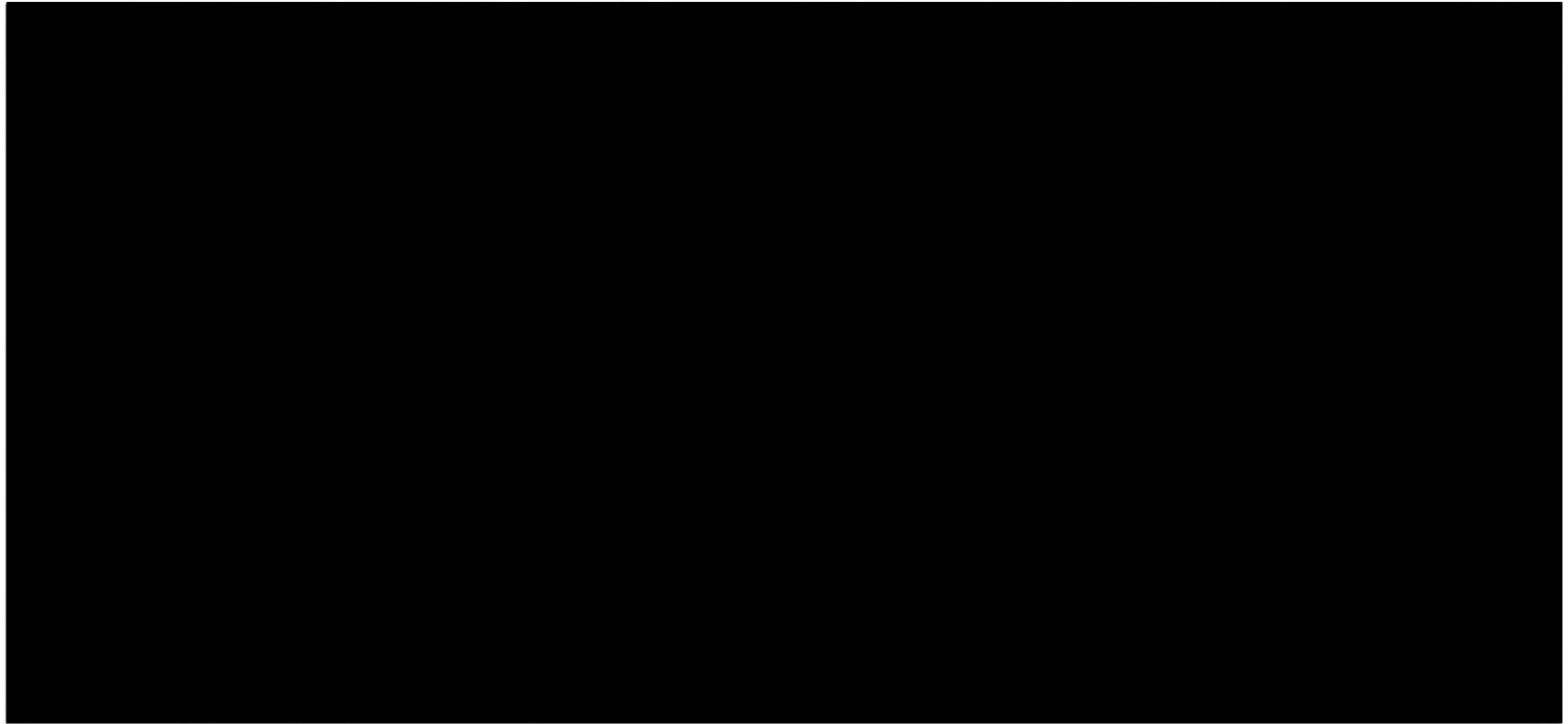
Talent
Management

Total Rewards

Organizational
Growth and
Development

HR Operations

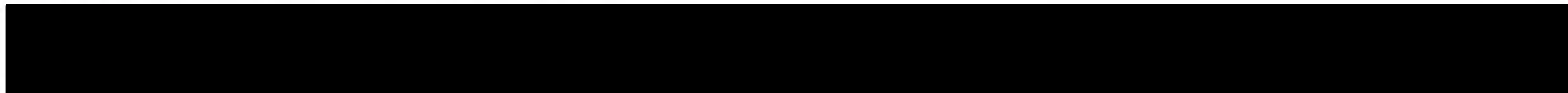
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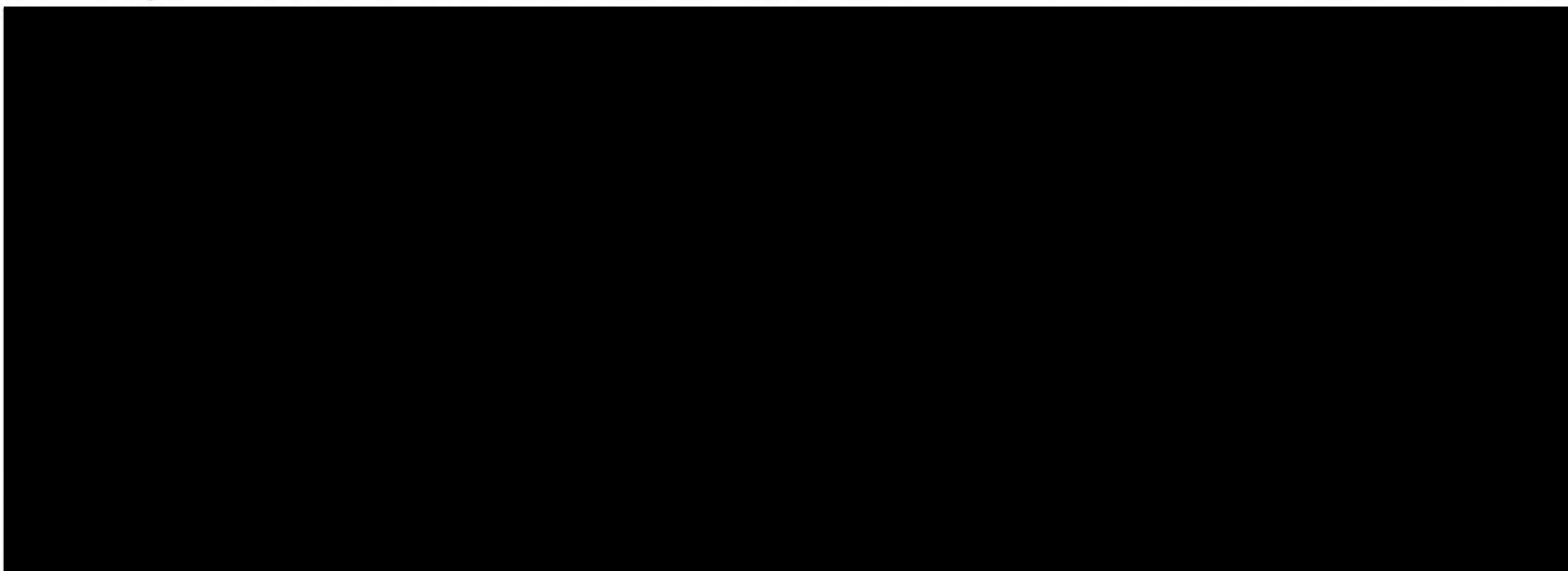
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Key Areas of Focus 2009-2011

- Org Growth & Development



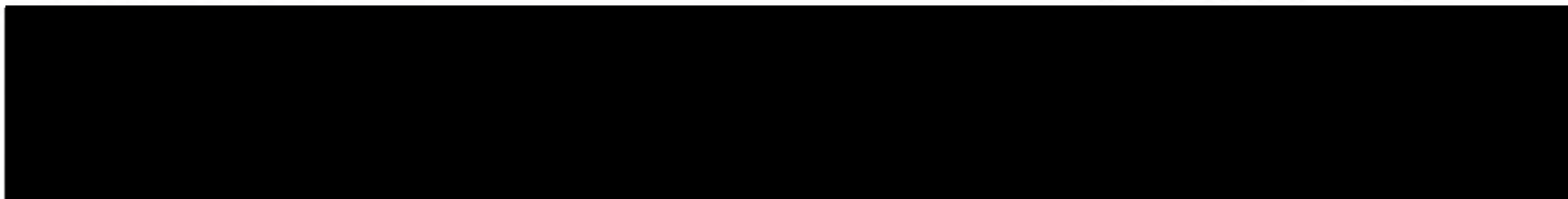
- Talent Management



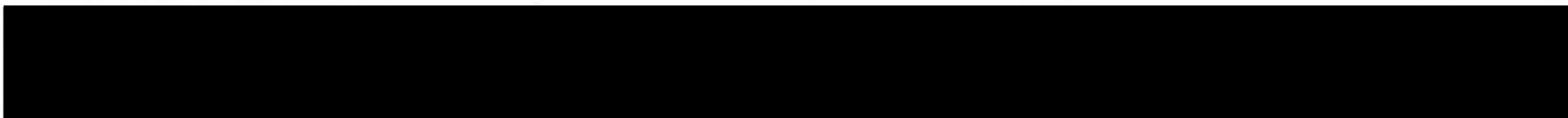
2486.114

Key Areas of Focus 2009-2011

- Total Rewards



- HR Operations



2186.115

Strategic Plan Success Measures

Success Metric

Measurements

Targets

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Strategic Plan Success Measures

Key Priority

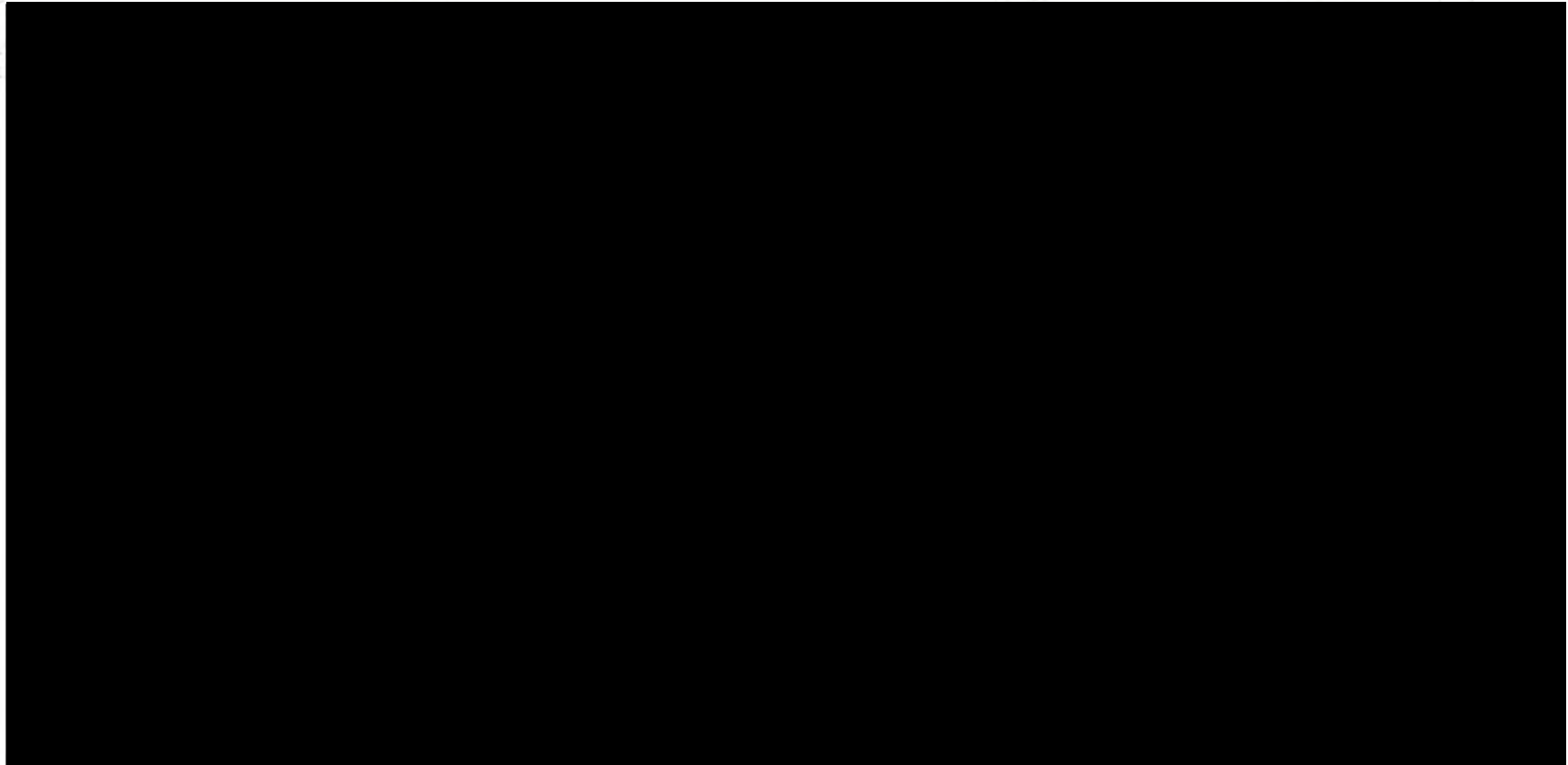
Desired Outcome

Performance Measures

[Redacted Content]			
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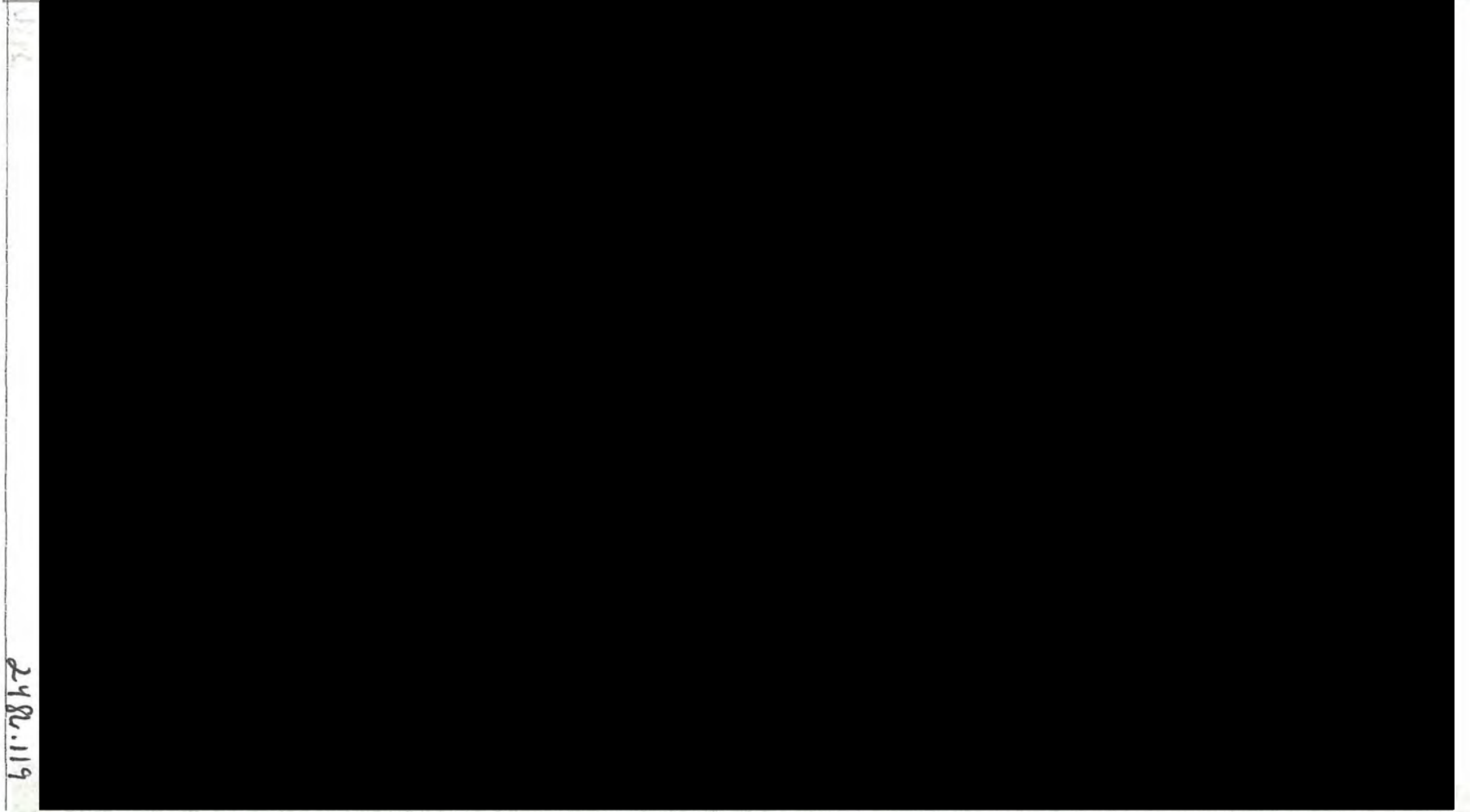
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HR Capabilities – Developing for the Future



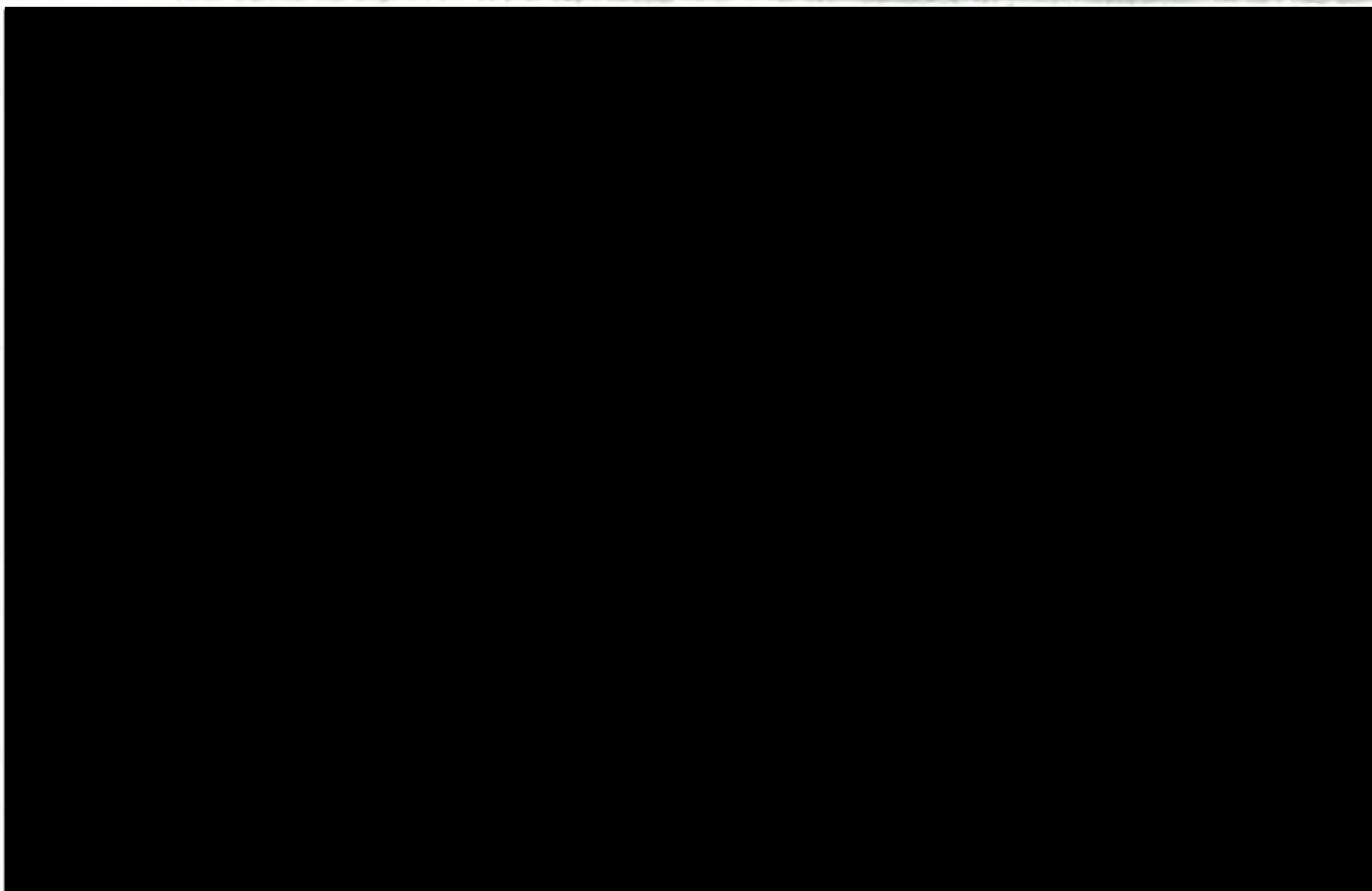
2/18.118

HR Capabilities – Developing for the Future



248.119

HR Headcount Geographic Distribution – 2005 vs. Current



2186.120



218v.121